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A STUDY OF FOREMAN'S CLUBS. FINAL REPORT.

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SOME OF THE TWO MILLION FOREMEN EMPLOYED IN THE UNITED STATES ARE UNION MEMBERS BUT MANY BELONG TO SOCIAL AND PROFESSIONAL SOCIETIES. IN LATE 1964 A MAIL QUESTIONNAIRE SURVEY OF THE 1,000 LARGEST COMPANIES IN THE UNITED STATES WAS CONDUCTED TO ASCERTAIN THE MEMBERSHIP OF THE FOREMEN IN FOREMAN'S CLUBS, WHETHER THE CLUBS ARE COMPANY OR CITY CLUBS, AND WHETHER CLUBS ARE AFFILIATED WITH A NATIONAL ORGANIZATION (NATIONAL MANAGEMENT ASSOCIATION (NMA) AND THE NATIONAL COUNCIL OF INDUSTRIAL MANAGEMENT CLUBS (NCIMC) OR INDEPENDENT. IN ANOTHER MAIL QUESTIONNAIRE SURVEY OF THE 192 INDEPENDENT MANAGEMENT CLUBS DATA FOR THE LAST THREE YEARS WERE REQUESTED ON DATE OF ESTABLISHMENT, MEMBERSHIP, CONSTITUTION AND BY-LAWS, TYPE OF ACTIVITIES, AND PROGRAM. VISITS TO 22 INDEPENDENT MANAGEMENT CLUBS WERE MADE TO DETERMINE THEIR NATURE, SCOPE AND PURPOSES. THIS REPORT IS DIVIDED INTO THREE PARTS--(1) THE EXTENT OF MEMBERSHIP IN FOREMAN'S (MANAGEMENT) CLUBS, (2) THE INDEPENDENT MANAGEMENT CLUBS, AND (3) NMA AND NCIMC CLUBS. INTERVIEW GUIDES AND QUESTIONNAIRES ARE INCLUDED. SUPPLEMENTARY MATERIALS FROM THE NMA ARE BOUND WITH THE DOCUMENT, INCLUDING A MODEL CONSTITUTION, MONTHLY ACTIVITIES REPORT, AND 1967 CLUB AWARD REQUIREMENTS. (AJ)

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THEIR EXTENT,
THEIR ORGANIZATION,
THEIR FUNCTIONS

a final report submitted to

THE FOREMANSHIP FOUNDATION
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INTRODUCTION

There are approximately two million foremen employed in industry and the crafts in the United States. The exact determination of the number is difficult, since the definition is not a commonly agreed upon term. Many of these classified as foremen are members of the union to which their subordinates belong, especially in the printing and graphic arts industry and other skilled and craft occupations as well.

Within manufacturing industry far fewer belong to unions, but many of them belong to social and professional associations. The likelihood for foreman unionization is lessened by the provisions of the Taft Hartley Law which withholds the protection of the law from such organizations.

Nonetheless, the existence of foremen who are also union members and engage in the collective bargaining process as members raises some interesting questions about the size, scope and function of these organizations to which foremen belong.

1. What is the extent of foreman membership in such foremen or management clubs?
2. What is their formal purpose as shown in their by-laws, organization and financial support?
3. What programs are offered by such clubs for their members?
4. What is the relationship of the club for foremen to the company which employs them?

In order to determine on a large scale what the answers to these questions are at mid-decade of the sixties, a study plan was developed by the Bureau of Industrial Relations of The University of Michigan.

In late 1964, a mail (questionnaire survey) covering the one thousand largest companies in the U.S. was conducted.

Among the aims of this survey was to ascertain the membership of the foremen in Foreman's clubs in the companies contacted. Furthermore, it contained a question that asked whether the clubs are company or city clubs. We also inquired whether this club is affiliated with a national organization or independent.

Three hundred ninety-six of the 765 respondents or 52% did have a management club; two hundred and four or 51% of them are affiliated mainly with one of the two major national organizations, the National Management Association (NMA) and the National Council of Industrial Management Clubs (NCIMC).

Since it was of special interest to probe more about the independent management clubs, a mail questionnaire survey was conducted of the 192 independent management clubs. The purpose of this questionnaire was to obtain information on their objectives and functions. Eighty seven of the 192 replied, but not all provided us with adequate information. Among the data requested were:

> Their date of establishment, data on membership, a copy of their constitution and/or by-laws, type of their organization's activities, and their programs for the last three years.

Moreover, visits to twenty-two independent management clubs were made. The visits included meetings with the club officers, during which all the relevant information sought to determine the nature, scope, and purposes of these organizations was obtained. Besides, an activity of the club whenever feasible was attended by the Bureau representative.

As to the clubs affiliated with one of the two national organizations, a visit to the headquarters of each was made. The object of these visits was to learn more about their member clubs' programs, activities, and to afford an on-the-spot appraisal of their services. Moreover, assessment of the benefits derived by member clubs from the relevant organization and the services it rendered them was accomplished. Furthermore, a small sample of ten affiliated clubs was visited.

In this study the principal emphasis was placed on facts, concrete findings and authentic views substantiated by quotations.

This report is divided in three parts. Following an introduction, Part I deals with the extent of membership in foreman's (management) clubs. Part II is devoted to a report on the Independent Management Clubs. Part III briefly covers the National Management Association and the National Council of Industrial Management Clubs.

Acknowledgment is due to many individuals and several organizations whose support and enthusiasm were a stimulus, often incentive and a challenge, and whose cooperation rendered this work feasible.

A special recognition has to be paid to Mr. Marion Kershner, Executive Vice President, National Management Association, Mr. William Meyers, Executive Secretary and Mr. Donald Case, Field Representative, both of the National Council of Industrial Management Clubs. We would also like to thank Mr. Terrance Mudrock, Research Assistant, for his contributions.

In view of the confidential nature of many of the interviews conducted, we deemed it appropriate to withhold the identity of individuals and organizations involved; nonetheless, to all these "club officers, committee chairmen, company personnel, etc." our profound gratitude is due.

PART I

THE EXTENT OF MEMBERSHIP IN FOREMAN'S CLUBS

The Bureau of Industrial Relations at The University of Michigan in late 1964 conducted a mail (questionnaire) survey of the one thousand largest companies in the United States. The purpose of this questionnaire was to find answers to the following questions:

A. Do the company's foremen belong to management clubs?

B. What is the type of club to which they belong?

   1. Company club?

   2. Community of city club?

   3. Affiliated or independent club?

From these one thousand (1000) companies we have received seven hundred sixty-five (765) responses, including those from divisions. We have found that:

1. Three hundred ninety-six (396) have clubs - of which two hundred four (204) are affiliated with national organizations; the remainder are independent.

2. Three hundred fifty-nine (359) do not have any foremen's clubs.

3. Ten (10) companies did not have the information available, or they expressed their unwillingness to give out this kind of information.

A Brief Statistical Summary

The information presented in the following table (Table I) is taken from the complete questionnaires which indicated that the company does have a foreman's club(s). The figures are rounded off to the nearest thousand.

TABLE I

Extent of Membership in Foreman or Management Clubs

	YES	NO	*TOTAL
Do you have a club for foremen?	396	359	755
How many foremen do you employ?	90,000	80,000	170,000

*Ten firms did not provide data.

This table indicates that of the 765 responding organizations, 396 report that their foremen belong to management clubs, and 359 do not. The total population covered 170,000 foremen, 90,000 being in firms where management clubs are available to their foremen (or their foremen do join existing community based foremen clubs).

The figure of 80,000 total foremen employed by firms reporting no clubs is estimated, since many of those reporting no clubs for foremen also failed to report the number of foremen in thier organization. This estimate is arrived at by extrapolating the average number of foremen per worker to the total number of firms times their total employee workforce. The number of foremen reported for those having foremen clubs is based upon actual responses of the firms, rounded to the nearest thousand.

Management clubs are the appelations most often given to the associations formed mainly for foremen. For many years, the words "foreman club" were used to describe the present organizations. Two influences result in their being labelled differently. The title of

TABLE II

	NUMBER	%
Foremen members	54,000*	70
Members from other positions in management	23,000	30
Total	77,000	100

*This figure includes general foremen as well.

foreman has been dropped in many firms in favor of the more elegant one of manager or supervisor. For another thing, other managers than foremen are now commonplace in such clubs. Of the 77,000 members of the responding clubs, 54,000 are foremen, and the remaining 23,000 are from other positions (or are retired foremen). These other positions extend from president, plant manager, staff persons, engineers, and office supervisors. The foreman is still most prevalent in management clubs, however.

TABLE III

Affiliated or Unaffiliated Management Clubs

	YES	NO
Affiliated with National Organization	204	192

Two hundred and four (204) of the clubs mentioned in the responses were mainly affiliated with either one of the other of the two major national associations of management clubs. These two associations have the following total memberships and chapters.

	Chapters	Members
National Management Association Dayton, Ohio	270	70,000
National Council of Ind'l Management Clubs - YMCA	232	33,000

It should be noted that the responses in this survey were from the 1000 largest companies, and would reflect heavily those clubs which are organized for the foremen and managers employed by a single employer. Many smaller firms which do not have a sufficient group to organize their own clubs may join a community management club, which may be affiliated with either association or may be independent.

Of special interest are those clubs which are not affiliated with one of the two major associations, since less information is available about such clubs. One hundred and ninety-two (192) of the responding clubs were in this category. The next section of the report deals with these independent clubs.

PART II

INDEPENDENT MANAGEMENT CLUBS

Following the completion of Part I, one further step was to be taken:

> The 192 independent foreman's clubs were to be surveyed by mail and a large sample were to be visited personally by Bureau of Industrial Relations staff to obtain copies of their programs, by-laws, organization and other relevant materials which would be useful in analyzing their formal purpose.

The following is a report on this part of the study:

Independent Clubs

A mail (questionnaire) survey was conducted of the 192 independent management clubs. The purpose of this questionnaire was to obtain information which would help determine the nature, scope, and purpose of such clubs. The participants were asked (see Appendix) to provide us with information on their membership, date of establishment, annual program of activities, and copies of their constitution and/or by-laws.

From these one hundred and ninety-two (192) clubs, we received a total of eighty-four (84) responses. It should be noted here that three of the respondents did not provide the requested data; moreover, one reported to be inactive in the past few years, and the other two were not formally management clubs, but they held informal group meetings. The remaining seventy-eight (78) clubs responded satisfactorily, although they did not provide us with all of the requested information.

A Brief Statistical Summary

The first foreman's club to be established in the U.S.A., the Foreman's Club of Dayton, was founded in 1918. Soon after its establishment, many other foreman's clubs were founded in Ohio and throughout the United States.[1]

Date of Establishment

The participants were asked to state their date of establishment. Seventy-four(74) of the respondents were able to find it in their books while four (4) reported that they didn't know. Table I shows the breakdown by decades.

TABLE I

A Breakdown for the Participant's Club's Age

YEAR	NUMBER OF CLUBS
1918	1*
1920's	4
1930's	5
1940's	25
1950's	22
1960's	17
Total	74

*The first in the U.S.A., it is claimed.

Membership

The total number of members in each club ranged widely from less than one hundred members to several thousand. Table II shows the distribution for the respondents on categories of membership.

---

[1] This is claimed by the above mentioned club, and there is no evidence to the contrary.

TABLE II

Distribution of Clubs on Categories of Membership

Range of Membership	Number of Clubs
1 - 99	23
100 - 199	22
200 - 299	8
300 - 399	7
400 - 499	4
500 - 599	2
600 - 699	3
700 - 799	1
800 - 899	1
900 - 999	3
1000 & over	4
Total	78

As one can observe from Table II, sixty (60) clubs out of the total number of respondents, seventy-eight (78) (which amounts to slightly over 76% of the total), have memberships of less than 400 members per club. These 60 clubs enjoy a membership total of 8,651 members of what amounts to about 25.8% of the overall total of memberships in the respondent clubs while four (4) clubs amounting to about 5% of the total respondents enjoyed a total memberships of 15,582 or 46% of the overall membership. Table III shows the distribution of the 33,507 members in all the respondent clubs on the different categories of membership range.

The overall picture of the membership in the respondent clubs is shown in Table IV. Table IV adds to the previous tables the breakdown of membership between foremen and other members of management (professional, technical people and higher levels of management). The foremen's membership amounts to about 49% of the overall total.

TABLE III

Distribution of Overall Membership on Clubs in the Different Categories*

Number of Clubs	Total Membership
23	1178
22	3299
8	1892
7	2282
4	1794
2	1006
3	2008
1	786
1	800
3	2880
4	15582
78	33,507

*Refers to membership range as shown in Table II.

TABLE IV

Membership Summary

Number of Members	Number of Clubs	Foremen	Other Members of Management	Total
1 - 99	23	576	602	1178
100 - 199	22	1523	1176	3299
200 - 299	8	780	1114	1894
300 - 399	7	995	1285	2282
400 - 499	4	998	795	1794
500 - 599	2	513	511	1006
600 - 699	3	1355	582	2008
700 - 799	1	380	406	786
800 - 899	1	387	413	800
900 - 999	3	983	1897	2880
1000 & over	4	7719	7863	15582
Total	78	16,209	17,244	33,507*

*This total accounted also for retired members not accounted for in the other categories.

Type of Activities

The participants were asked to identify the type of their organization's activities. They were given the following five categories:

Social ________
Professional ________
Educational ________
Community Service ________
Others ________

Table V shows the distribution of their responses among the different types of activities.

TABLE V

Types of Club Activities

Types of Activities	Number of Clubs
Strictly Social	20
Social & Educational	20
Social, Professional & Educational	16
Social, Professional	2
Social, Professional, Educational & Comm. Service	10
Professional, Educational & Comm. Serv.	2
Educational	2
Social, Educational & Community Service	5
Social & Community Service	1
Total	78

As can be observed from Table V, 20 clubs were strictly social clubs or what amounts to about 26% of the total participants; 2 clubs reported just educational activities, while 10 clubs claimed to perform all the four different types of activities. The remaining 46 clubs reported more than one type of activity being performed by the club.

Table VI shows how many clubs performed each type of activity.

TABLE VI

The Types of Activities and the Number of Clubs that Performed Them

Types of Activities	Number of Clubs
Social	74
Educational	55
Professional	30
Community Service	18

The participants were also requested to provide us with their program of activities for the last three years. Unfortunately, just twenty-two (22) of them did. Very few provided us with one annual program while the rest did not. Accordingly, it is not feasible to validate their claims with the available data. It was hoped to determine from their annual program the number of meetings held during the year, but with the available data, it is not possible to generalize. Nevertheless, it should be noted here that some of these clubs with a large number of members have 10-12 meetings a year. Usually these are dinner meetings with a speaker. These speakers in the majority of the cases are company executives.

Purpose

The respondents were asked to provide us with a copy of their organization's constitution and/or by-laws. Six reported they do not have any; the remaining provided us with copies.

A careful look at these constitutions' objective clause was made. Hereunder are some of them:

"...to afford means for the interchanging of ideas between its members through meetings...for assimilation of new ideas on management methods through tours in various plants...and for the enjoyment of its members through semi-annual social outings."

"...to organize an association of executives and those serving in an executive capacity in..."

"...the promotion of the social welfare of the members."

"1. To promote goodwill and fellowship.
2. Community Relations--to assist or sponsor worthwhile projects.
3. Education--to bring before the membership speakers from the plant and/or outside to discuss business or general topics of mutual interest to all members."

"...The entertainment and recreation of the members."

"...to promote fellowship among..."

"...to promote sociability and good-fellowship, and to develop a closer relationship and friendship among the members."

"...to promote personal acquaintanceship and collectively study problems and aims of supervision."

"A. To foster harmonious and progressive interdepartmental relations by mutual discussion and good fellowship.
B. To initiate and perpetuate an informal education program aimed at the advancement and professional evolution of all members.
C. To provide entertainment and recreation for all members."

"(1) To promote fellowship and goodwill among salaried personnel of...
(2) To promote a friendly response within the community.
(3) ...shall be operated exclusively for dissemination of information pertinent to...division and/or recreational purposes."

"...the united effort of each of us toward a better understanding and a closer relationship between each of us as individuals so that we may have harmony in our work as a team."

"...to promote better fellowship among management personnel, to attain greater unity among the members, and to promote educational programs so that each member may become a better leader."

"...to provide an opportunity for management employers to become better acquainted with each other, establish a better means of communications, and for self-improvement through educational programs."

> "...the encouraging and assisting management personnel to broaden and increase their knowledge and understanding of management principles and techniques and in addition to promote fellowship and cooperation among management personnel of... A further purpose of this organization is to serve the community by helping deserving young people to advance their education."

Membership Clause

Under eligibility for membership clause, the following were the repeatedly stated requirements:

> "Eligibility to membership in the...shall be by virtue of the applicant being a member of the supervisory force listed on the organization chart..."
>
> "All foremen, assistant foremen, and male monthly salaried employees are eligible..."
>
> "All male salaried employees of..."
>
> "The active members of the organization shall be those recognized by the management of...as manufacturing divisional superintendents, foremen, assistant foremen and heads of manufacturing staff departments and their first assistants..."
>
> "Every member must be a supervisor of..."
>
> "Any male employee of...holding position of a supervisory or administrative employee is eligible for membership."
>
> "Any...male supervisor on monthly salary..."
>
> "Any male salaried personnel..."
>
> "Only supervisory personnel having the word "Foreman" in their title shall be eligible for membership in the Club."

Examining the above requirements, one can confidently generalize that it is the common practice of these management clubs to admit any member of management starting from the assistant foreman and above. In some cases, however, the corporate executives are not included, while in rare cases, membership was mainly restricted to foremen.

Interviews with Officers of Twenty-Two Independent Management Clubs

Scattered in eleven states, namely California, Indiana, Iowa, Louisiana, Michigan, Ohio, Pennsylvania, Rhode Island, Washington, West Virginia and Wisconsin, the twenty-two clubs visited comprised nineteen (19) company clubs, and three (3) community or city clubs.

The visits included meetings with the club officers, during which all the relevant information sought to determine the nature, scope, and purposes of these organizations was obtained (See Appendix). Also, whenever feasible, an activity of the club was attended by the Bureau representative.

Objectives

With regard to the objectives of these organizations, the constitutions of nineteen of them stipulate that it is the function of the club to promote good fellowship and the encouragement of greater cooperation among the members. The clubs, moreover, would afford educational facilities in professional and other domains. The statement of objectives in the remaining three clubs indicated that it is the function of the club to provide social acquaintance. Cited below are the objectives statement of the clubs in our sample.

1. The objectives of this Club are to:
    a. Develop a professional spirit and understanding of management as a profession.

    b. Provide a means of communication and exchange of ideas so as to promote better understanding of each member's individual responsibilities and management functions as a whole.

    c. Provide an opportunity for self-development of leadership and managerial skills through interchange of ideas, education and practice.

d. Promote fellowship and a spirit of unity and cooperation among all members of the club.

2. The object of the ----- club shall be the promotion of better social relationships and the education of its members in management, technical, and shop matters, thereby promoting the interests of its membership. To further education in management, technical, and shop matters, it will be the policy of this Club to reserve at least thirty (30) minutes of each meeting for Company representatives to present subjects pertaining to Company practices, policies, and allied subjects.

3. To provide an opportunity for Management employees to become better acquainted with each other, establish a better means of communications, and for self improvement through educational programs.

4. The object of the ---- Management Club shall be the promotion of better social relationships and the education of its members in management, technical and shop matters, thereby promoting the interests of the company and club membership.

5. This being a social club ....

6. The purpose of the Management Conference is to promote better fellowship among management personnel, to attain greater unity among the members, and to promote educational programs so that each member may become a better leader.

7. This shall be an organization of those employees of ----- Company, who are in supervisory, professional, or other managerial positions. The purpose shall be to promote the interest of the members and the company by providing activities that educate or enlighten the member and improve relationships between members.

8. The Association shall be non-partisan, not for profit, not for collective bargaining. Within these limitations its objectives shall be:

   a. To raise the management standards of its members through association with other members.

   b. To encourage the spirit of unity and cooperation between all ranks of management.

   c. To provide ways and means for its members to improve the quality of management through activities planned to inspire, educate and elevate the participants.

   d. To provide ways and means for its members to participate in worthwhile civic, community, educational, and social projects.

9. To provide ---- Management employees and their families with opportunities for fellowship with one another in a social and recreational atmosphere. To provide information and services that will assist club members in developing their management skills and abilities. To establish and maintain a club, club house and grounds, golf course, swimming pool, and such other accommodations as the members may require.

10. The purpose of this organization is to provide an opportunity for male, salaried personnel of the ----Plant of ---- Corporation to become better acquainted, to promote fellowship, and generate good will.

11. ... the purpose of this organization is to promote social contact among its members.

12. The purposes for which this organization is formed shall be:

    a. To promote good fellowship among the members of the organization.

    b. To provide an opportunity to discuss current industrial policies affecting the foreman's profession.

    c. To provide suitable entertainment and recreation for the members of the organization.

    d. To sponsor useful projects beneficial to the plant and the community.

13. The object of the ---- Management Club shall be the promotion of better social relationships and the education of its members in management, technical and shop matters. Thereby promoting the interests of its membership.

14. The objectives of this organization shall be: the improvement of its members as industrial executives; the advancement of the art and science of management; and the promotion of good fellowship.

15. The purpose of the club shall be to provide an activity devoted to the education and development of its members, as management-interested personnel of the company, to become improved industrial executives exhibiting active interests in the advancement of management.

16. The purposes of the Management Club are communication, education, and self-improvement of its members and improving the operation of the ---- Plant. These purposes will be attained formally through programs, and informally by providing for the better acquaintance of the members with each other through Club activities. Leadership and Fellowship shall be the general theme of the organization.

17. The object of the club shall be the conduct of activities to provide for discussion of mutual problems in the members duties as foremen of the ---- of the ---- Company; the encouragement of a spirit of cooperation between members and the furthering of educational, charitable and recreational interests.

18. The objects are to create a closer fellowship among the heads of the several departments of the ---- Company in order to promote the best interest of all and to inaugurate social features from time to time as the Club may direct.

19. It shall be the purpose of the Council to bring about a close relationship between top management and the members of this body.

    The objectives of this body shall be to:

    a. Provide means for a better understanding of each others problems.

    b. Promote acceptable educational programs.

    c. Instill in its members the proper sense of their responsibility to top management and personnel under their supervision.

    d. Improve methods, reduce costs, eliminate waste and improve quality.

    e. Accept our responsibility and be actively interested in our accident prevention program.

    f. Encourage suitable social activities.

20. The objectives of the Association shall be: (1) to improve the quality of supervision and to promote unity in management by education and association, and (2) to raise the standards and promote the appreciation of management as a profession, and (3) to provide opportunities for the growth and development of the individual members.

21. The objectives of the club shall be:

    a. To raise the standards of supervision through the medium of association with other sueprvisors.

    b. To encourage the spirit of unity and cooperation among all ranks of management.

    c. To provide ways and means for its members to improve the quality of Foremanship through the medium of conferences, training groups, meeting, schools, programs, group study and application which will be planned so as to inspire, educate, and upgrade those participating.

d. To foster and promote the wholesome understanding and appreciation of the American Free enterprise system.

22. The objectives of this club shall be:

    a. To further foster the spirit of free management and promote unity and cooperation between all representatives of management.

    b. To encourage foremen and other persons in management positions, through education, training and experience, to maintain the standard of the group at a high professional level.

    c. To provide channels for the improvement of its members as executives, through classes, meetings and programs, which are designed to educate and inspire those participating, to a higher level of professional attainment.

An analysis of the clubs' programs, nevertheless, disclosed that these clubs are predominatly social in function. Such conclusion was further substantiated by written statements collected at the end of each meeting.

Such statements reflected the club officers' reply to a specific question that was repeatedly and individually posed to them:

> What is the most distinctive feature of your club?

A theme that uniformly appeared, was social contact and more intimate personal relations presumably conducive to rapport and harmony. Practically all other replies were variations on that theme. Only in a few cases did education figure in their reply. Hereunder are some of the club officers' remarks:

> The opportunity I and my family have to gather for social functions and relax in private atmosphere with a group of management people.
>
> The chance to meet and enjoy the fellowship of my fellow supervisors, their families and get to know these people personally rather than just voices over the telephone.
>
> The feeling of comradeship generated.

The facilities vailable, clubhouse, golf course, and swimming pool,all for $10 a month.

The opportunity to meet and speak with all levels of supervision.

Brings together members of the plan that you wouldn't get to see otherwise. Also brings retired members back to meetings.

It gives members of supervision a chance to get together socially, meet new members of supervision, and become better acquainted.

The club provides a means of social contact for members of supervision wherein those at every level of management can meet on equal terms and discuss their work. Promotes understanding and cooperation in this way,

Opportunity to meet with other management people, otherwise infrequently seen, and discuss mutual problems and inerests.

The most distinctive feature is being able to meet with your fellow workers away from work and become better acquainted. Also sometimes problems of work are solved due to a more relaxed situation.

That it offers the opportunity to meet other in management socially and develop a sense of team repsonsibility for the management of the company.

Association of management people who rarely would cross my daily routines,

Education to corporation problems.

The close association with fellow management people in matters outside of their primary functions within the company.

Opportunity for fellowship with company employees I would not normally come into contact with.

Socially meeting with members of the organization that I do not have the opportunity to contact normally.

It provides social contact with fellow ... associates ... a pleasant change from our normal business relationship.

My family and I have a place for recreation and relaxation together,

That it gives me the opportunity to belong to a country-club type golf club at a minimum cost to my family.

Its unusually low dues structure for the number of facilities provided.

The opportunity to belong to a country club with all the facilities at a minimum cost.

The quality of facilities offered in view of the nominal dues.

Management togetherness through fellowship.

Restricted membership at low cost.

The golf course and swimming pool at a very little cost to the members.

The opportunity to get together.

Fellowship and the opportunity to meet fellow supervisors throughout the mill.

Getting to know all your supervisors. An all-out effort to plan programs for entertainment.

It gives you an opportunity to meet and enjoy the company of people you deal with daily by telephone at work but would possibly never come in contact with.

The high caliber of meetings, and desire of members to improve the club.

Social relationships between first and second line management and staff people.

Opportunity for plant tours and a chance for social meeting each month.

Association with fellow employees with whom I have little day by day association but who are in positions significant to my activities.

Good participation.

It is heterogenous sociologically.

The effectiveness of the male members to 'Let their hair down.'

It brings together the local management organization and provides a feeling of consolidated effort from the general plant manager, to department managers, to superintendents, to supervisors, to technical people, to foremen.

The social get together of management employees.

Educational and gives all members of management a chance to get together once a month for dinner and to talk about our plant.

That it is governed by officers elected by the membership and that it also promotes congeniality among the members outside of our plant socially as well as educationally.

My club is a social gathering for breaking personality barriers and meeting persons who may help coordinate manufacturing and manufacturing processes. Interesting subjects indirectly related to the company are also discussed.

The promotion of better relations between members through social activities. Exhange of ideas, etc.

To the monthly dinner meetings, which we have a good meal and some type of program afterward ... The chance of getting to know each other a little better.

To enable each member to associate on a social, company oriented basis, and become more enlightened regarding company activities through association with top level company executives on the top local level.

Personally, I feel this organization is very effective in enabling each of us, in whatever capacity he serves in the Company, to contribute his part in order that we may accomplish our objectives at this plant.

Food that is much better in quality than is usually served at various types of clubs in this area.

Committees do much of their work on 'Company time.'

The fellowship of the monthly get-togethers. The information given by top management at meetings when there are things to communicate.

There is an opportunity to meet and become acquainted with fellow employees. The majority of programs are pertinent to our job or for better understanding of our community.

Membership covers various types of management positions.

Strictly stag.

One way to better meet and know fellow workers not under business pressures.

The obvious aspect is chance to meet and become better acquainted with persons in other plant areas.

Opportunity to know socially your fellow workers.

Not usually admitted is the prestige factor in belonging to the 'Management Club.'

The opportunity it provides the memebership for exposure to an education in modern management philosophies and practices.

Gives personnel a chance to become better acquainted with fellow management personnel which ordinary business conditions does not create. Various departments do not come in contact with other departments in the normal events during the working day.

The caliber of the program which is offered and the fine support of plant management in financing the club program.

A well developed series of lectures all designed to develop the managerial ability of the members.

The opportunity that it offers to all members of management to get together and discuss common interests and problems. This is not offered in this manner by the company.

Combines the production areas and other management areas in a quite compatible group that shares common interests.

I don't believe there is a distinctive feature except the extent to which the club is financed by the company, perhaps.

It afford every member of management an opportunity to broaden his knowledge of management principles, the company as a whole and of his fellow members of management. Through such knowledge he can be better able to perform his management functions, particularly those calling for better people orientation.

The programs which have been presented particularly by top management of our company. These have provided insight and advance in-depth information about company plans, about departmental operations, and about new areas of operation.

That it can bring together individuals of divergent backgrounds and interests who may have been working against each other all month and unite them into a group that will work together for a common cause. In other words, it can remind all of us that we are working for the good of the total company and not just for one group, division, or department.

To raise the management standards of its members through association with other members. To encourage the spirit of unity and cooperation between all ranks of management. To provide ways and means for its members to improve the quality of management through activities planned to inspire, educate, and elevate the participants. To provide ways and means for its members to participate in worthwhile civic, community, educational projects.

The assemblage of members from various locations of the ... company, that it, ... together with a sizable percentage acquired locally and in the Southeast area, forming a cohesive working group. This varied geographically sourced group functioned as a total unit in the help given for Hurricane Betsy relief.

The method by which activities are planned. A great deal of effort is exerted in assuring that a wide variety of programs are scheduled throughout the year to assure continued interest. The success of this careful planning is demonstrated by the fact that the membership exceeds 85%.

General support by all members of management; (approximately 85% are members).

The membership consisting of all levels of management within the ... company.

The membership. The membership of the ... Management Association is comprised of the most qualified management personnel in U.S. industry.

Enlightening, stimulating fellowship and educational meetings.

Good fellowship combined with programs of local and technical interests.

A well-rounded program.

Ability to meet and understand the working problems and personnel from all departments, financial, manufacturing, engineering, etc.

Meetings are oriented to company situations and interests.

Independent of both company and any national affiliation. Good blend of social and professional programs.

Lack of educational commitment of its members for its members.

Technical knowledge about the company gained from our meetings.

The development of a cooperative attitude among managers and department heads.

That it is personal to the people of ... (not national). Very outstanding programming.

Programs' variety and value.

It offers an opportunity to mix with my fellow workers in a relaxed atmosphere which allows me to know them personally.

The degree of informality which exists between employees and their supervisors at these monthly meetings enables the two parties to work at their jobs with much greater harmony.

Allows them to function in many areas to solve problems without being dependent on management.

Improved communication between the members and the council and upper management.

Getting together socially with your fellow constituents.

A gathering place for people with similar problems who can share their victories and woes in an atmosphere of congeniality and good fellowship.

The social and personal atmosphere tends to relax the members attending. The social meeting of retired foremen and working foremen is also a pleasant aspect of this club.

The most distinctive feature of the Foreman's Club is the opportunity to mingle socially with fellow workers -- to promote liaison for the end benefit of ....

To get together after a full day's work and talk socially on a common ground of foremen.

The social gathering of members who are all friends that have no other time to get together.

The purpose of the club is to exchange problems, explain new methods of work and equipment and to provide a closer working relationship between the membership.

This club keeps me up to date on all changes in this plant.

The opportunity to become better acquainted with the other members.

It gives the foremen a chance to air his problems and possibly arrive at a solution.

The privilege of associating with a large number of people from different facets of management and from different industries who might have the same problems I have.

The variety of the membership and the effort made to have an outstanding and varied program.

The opportunity to meet management men from other firms in the area and discuss mutual problems. Our outstanding program we feel to be a distinctive feature of the ....

Annual program of speakers and subject matter.

That it is dedicated to the development and improvement of first line foremen, and to the job of raising their standards through education and association.

The educational value of the courses.

The tremendous speakers at dinner meetings.

Educational courses for foremen communcation between members. Recognition from management to individual members.

Professional growth of members assuming officers and positions of responsibility.

The planned educational program which has helped many local foremen to become more competent.

The educational program. The variety and quality of courses offered reach most of the membership and the future of the club is dependent upon changes in the courses offered. Also our dinner meetings are planned for the educational value of speakers' presentation.

The varied type of programs offered by the club.

The educational program for first line supervisors.

Educational program.

Monthly meetings featuring top notch speakers.

Social.

Educational program.

The objectives -- educational activities and program features -- as well as its status within the community.

The educational program.

The outstanding membership meetings (speakers - conferences).

The full balance of speakers year after year after year; coupled with the educational courses offered several times each year.

In all activities of the club, all meet on a common level.

> All types of formal or open educational meetings and social meetings.

Organization

The majority of the clubs are being run by four elected officers namely: the president, vice-president, secretary and a treasurer. In some cases there may be more than one vice-president and more than one secretary. Committee chairmen may also be elected and thereupon called officers.

Another body of elected as well as appointed members in some instances is the board of directors (this may be called executive board, executive committee, the board of control, and control committee). The officers, the immediate past president(s), and other members, either elected by the general membership or appointed by the president, are on this board. In some instances, the plant manager and his assistant act as members of this board.[1]

Chaired by the president of the club, the board is supposed to determine the direction of the club and set the broad policies of the organization. The following are some quotations regarding the duties of the board:

> The board shall be the governing body of the club ...
>
> The board of directors shall constitute the governing body of the organization and shall regulate all matters of business, finances, meetings, programs and may establish such By-Laws and rules of procedure as required ...
>
> The duties of the board shall be of an advisory nature subject to the call of the president ...
>
> ... initiate and direct such activities as in its judgment will achieve the purposes of the club.

---

[1] The number of members serving on this board ranges from 7 to 24.

> The Executive Committee ... acts as follows:
>
> a. Directs the affairs of the club, either itself or through committees or representatives.
>
> b. Acts upon the election of members, honorary members and the deletion or expulsion of members and establishes the procedures for admission, transfer, and supervision of members.
>
> c. Establishes membership eligibility requirements.
>
> d. Establishes all club policies.
>
> e. Performs from time to time such duties as shall be necessary for the purpose of carrying on the spirit and intent for which this club is oranized.
>
> ...shall have general executive and administrative powers over the affairs of the club.

In one club visited there was what is called "an advisory policy committee." The members of this body are to be selected by management and are not eligible to hold an elective or appointed office in the club.

Every active member in good standing is usually eligible to hold an office in his club. In some cases it was noted that a three or a six months period should elapse before new members become eligible for nomination and office. Moreover, it was observed that corporate executives, plant managers, are not eligible to hold offices in the club.

The nominating committee is supposed to strive for officers and committee chairmen who represent as many departments as possible. In some cases, it is even spelled out in the constitution that each department (or a specific number of departments) should be represented on the board by a committee man.

This nominating committee could be a permanent one or appointed by the president each year. Whenever permanent, the membership of this committee constitutes the three or four past presidents. The nominees are then presented to the general membership for election.

The usual term of office expires in a year's time.[1] Few of the officers interviewed, however, voiced some concern regarding this short period of time and its effect on the continuity of the club programs. Proposed changes to extend the term of office to two years were being prepared by two of the clubs visited for presentation to the members for approval.

Committees

Many committees are usually needed to run a club successfully. In many cases the man who does all the work is the committee chairman who may be elected or appointed by the president. Sometimes these men showed pride in the fact that they were, all by themselves, carrying the full weight of the activities of the committee, instead of showing concern for the lack of participation of the other members.

A very interesting observation is that almost every club had different names for the various committees. An analysis of the activities of these committees throughout all the clubs disclosed, nevertheless, the similarity of their activities. Some of the most common are: the membership committee, the financial committee, entertainment committee, program arrangements committee.

Membership

Eligibility - The scrutiny of the relevant constitutions transpired that 19 out of 22 clubs entitled all members of management including professionals to their active membership. In this connection, it is to be recalled that only a few years ago, membership was rigorously confined only to shop foremen. Similar restrictions, however, are still upheld to varying degrees in three out of the 22 clubs visited. Cited below are the eligibility statements:

---

[1] In one of the clubs visited the term of office was 2 years.

Company Clubs

1. Each employee of the ---- Company working in ---- who is participating in management functions, or whose position is considered management by Company policy, shall be extended membership rights in the Management Club.

2. Any male person in the management group of ----, having the rank of assistant foreman or higher, and after having served for at least six (6) months in such capacity, shall be eligible for membership. Any other male person doing work of a supervisory or technical nature may be recommended by his supervisor or Plant Manager, for membership. (Final decision rests with the Officers of the Club.)

3. Eligibility for membership:

    a. Must be an employee of the ---- of ---- Corporation.

    b. Management employees who have been delegated with the responsibility to supervise employees directly under their jurisdiction which includes the authority to effectively recommend the hiring or discipline of these employees.

    c. On questions of eligibility concerning Management employees not clearly defined in (b) above, the review and decision of the Policy Committee shall be final.

4. Any person in the Management Group of the ---- Company, having the rank of Foreman or higher, shall be eligible for membership. Any other person doing work of a supervisory or technical nature may be recommended by his supervisor to the General Manager, for membership.

5. All foremen, assistant foremen, and male monthly salaried employees are eligible for membership in the Club. Upon becoming eligible, the secretary shall send the prospective member a copy of the Constitution and an invitation to join. The acceptance or rejection of the invitation by the prospect shall likewise be in writing. At the first meeting following his acceptance he shall be introduced to the Club as a new member. Any member in good standing at the time of retirement shall be considered an honorary member for life and shall pay no dues. If a member's employment as a salaried employee shall cease for any honorable reason, he will remain

eligible for membership for a period of six (6) months.

6. Management personnel from the various departments of the ---- shall be eligible for membership in the Management Conference. Management personnel shall be defined as those persons who are responsible for the direction and/or supervision of others and are so recognized by voucher. Persons who are in policy making capacities in these departments will also be eligible for membership. Members who are temporarily transferred to assignments outside their normal departments will maintain membership privileges.

   Active Honarary Members are past Presidents of the Conference who have served one or more terms. They are voting, non-dues paying members.

   Honarary members are Executive members of the ----. They are non-voting, non-dues paying members of the Conference.

   Retired Honorary Members of the Conference are former members who have been members at the time of their retirement. They are voting, non-dues paying members.

7. Any individual in a permanent managerial, supervisory, professional, or advanced technical position with ---- Company, as shown in Appendix I, shall be eligible for membership in this Club and shall be made an Active Member upon his nomination by his manager, or equivalent department executive and approval of the Executive Committee.

8. The following classes of membership in the Association shall be recognized:

   a. Resident members -- Any person on the management payroll of the ---- Company or any of its subsidiary organizations whose work assignment is in the greater ---- area sha-l be eligible for resident membership. Only resident members shall hold office or otherwise serve on the Board of Control.

   b. Nonresident members -- Any person on the management payroll of the ---- Company or any of its subsidiary organizations whose work assignment is outside the greater ---- area shall be eligible for non-resident membership. With the exception of holding office or otherwise serving on the Board of Control, non-resident members shall be entitled to all of the rights and privileges available to resident members.

   c. Honorary members -- Any person who is a member of management of an organization assigned to support the ---- Company in the greater ---- area shall be eligible for honorary membership. Honorary members shall be elected by the Board of Control. Honorary members shall be entitled to such rights and privileges of membership as may be determined from time to time by the

Board of Control, provided, however, that such members shall not have voting rights and shall not hold office or otherwise serve on the Board of Control.

d. Lifetime members -- Resident and nonresident members of the Association in good standing who retire under the company's Employee Retirement Plan shall be entitled to a lifetime membership in the Association. With the exception of having voting rights and holding office or otherwise serving on the Board of Control, lifetime members shall be entitled to all rights and privileges available to resident members.

9. The membership shall be open to any ---- 'exempt' management employee.

10. Membership of this organization shall be limited to male salaried personnel employed at the ---- of the ---- Corporation and upon severance of such employment, membership in this organization shall terminate.

11. Any salaried male employee at the ---- will be welcomed as a ---- member.

12. To be eligible for membership an applicant must be a male exempt employee of ----.

13. Any person in the Management Group of the ---- Company, doing work of a supervisory or technical nature after having served for at least three months in such capacity, shall be eligible for membership subject to the approval of the General Manager.

14. Any male employee in the exempt salary category, who is engaged in the direction of any phase of management and all technical executive and professional men of ---- shall be eligible for membership.

15. All employees of the ---- Corporation at its ---- Plants who meet the following requirements shall be eligible for membership in the club:

    a. Any salaried employee having the title of foreman, supervisor, superintendent, section head, department head, or division manager.

    b. Any salaried employee who does not meet the requirements of the above paragraph (a), but who, in the opinion of his division manager, performs duties of a supervisory nature or is engaged in work directly related to the support of any phase of management, shall be eligible subject to the approval of the Board of Directors, as provided herein. In such cases, a brief explanatory note as to why the division manager feels the employee qualifies, including list of job functions and assignments, shall be included as part of the application in order to assist the Membership Committee and the Board of Directors in determining eligibility.

16. All employees of supervisory or professional status, and technical employees of status and responsibility equivalent to supervisors, are eligible for membership. In addition, department managers may recommend to the Board of Directors that membership eligibility be extended to other classifications of employees where the nature of their work is such that members and the company will benefit by their inclusion.

17. Membership in the ---- Club shall not conflict with the present ---- Club and it is recommended that all members shall also be members of the ---- Club.

The basis for membership in the ---- Club shall be anyone who is directly or indirectly connected with production through affiliation with someone who is on the staff of the Factory Manager.

New members can only be voted on at a meeting where a quorum is present, voting will be by secret ballot. A two thirds majority of members present shall constitute acceptance.

18. The membership shall be composed of department heads as so classified by the management.

Any person upon appointment as a department head, automatically becomes eligible for membership and shall be so notified by the Club Secretary.

However, any such newly appointed department head may have the option of declining membership in the Club, if he so desires.

Any member leaving the employ of the company severs his connection with the Club.

The name of any member relieved of his duties as department head shall be referred to the Board of Directors for recommendation as to his continued eligibility.

He will retain all the privileges of active membership but he will be relieved of payment of dues after his retirement.

Any department Foreman who has retired prior to the organization of this Club, automatically becomes eligible for this type of membership, upon recommendation by the management.

19. Article I. The name of this organization shall be the Foremen's Council of the ---- Company, and shall consist of General foremen, Foremen, Assistant Foremen in good standing and retired Council members.

City Clubs

20. Any person who is engaged in any phase of management or other work related to management shall be eligible to membership.

21. Section 1. Full Membership: Any male person of good character who is engaged in the occupation of supervising personnel and has disciplinary authority to control their work, or who is a staff person having some definite responsibility for those aspects of supervisory performance concerned in dealing with people (i.e., non-technical aspects) and who is recognized by his executive management as being a responsible representative of that management, is eligible for membership. Members who are in good standing at the time of their retirement shall continue to enjoy all the privileges of membership. Any retired person who has fulfilled the above qualifications at the time of his retirement may apply for full membership.

Section 2. Associate Membership: Any male person, to be eligible as an associate member, must hold membership in a recognized Shop Club affiliated with the Foremen Club of ---- or of a Shop Club affiliated with NMA. (The latter membership shall be subject to annual review by the Board of Directors of the Foremen's Club of ---.) Associate members shall not have the right to vote nor hold an elective or appointive office.

Section 3. Any qualified person desiring membership in the Club shall submit a properly filled application form, accompanied by the annual dues, to any member in good standing. The application will then be presented to the Membership Committee which shall recommend to the Board of Directors its acceptance or rejection. In case of rejection, dues so paid shall be refunded to applicant.

Section 4. Upon approval of the application by the Board of Directors the new members shall be tendered his card of membership.

22. 1. The personnel of the club shall consist of active, honarary and life retirement members. In addition, there shall be sustaining memberships for firms, companies and corporations as set forth in Section 5 of this article.

2. An active member shall be an American citizen not less than twenty-one years of age and shall be regularly engaged in the daily occupation of supervising personnel in offices, stores, shops, factories, or plants; or who is accepted by the owners or managers as being a responsible representative of management, or who qualifies as provided in Section 6 of this article.

3. Honorary memberships shall be assigned to those persons deemed worthy only by special action of the Board of Control.

4. Life retirement memberships shall be granted only by the action of the Board of Control to persons who have been active members of the club for a period of five consecutive years prior to their honorable retirement and shall have attained sixty years of age.

5. Sustaining memberships shall be granted to those firms, companies, and corporations whose supervisors hold active memberships under Section 2 above. These firms, companies and corporations shall be accepted as sustaining members upon their contribution of financial support to the Foreman's Club of ----, above and beyond any financial support they may grant to individual active members of the organization.

6. Persons not in the category specified for active memberships who desire to make application for such membership may petition the Board of Control which has the sole authority to approve such application.

As can be observed from Table VII, membership ranged from a low of 43 to a high of 3,750. The majority of the clubs had a membership of 200 and above. Only two of the clubs exceeded the one thousand mark. These figures, nevertheless, do not account for retired members.

It should also be noted that of a total enrollment of 5,939 members in the company clubs, 2,406 (40.5%) were foremen[1] while 59.5% were other members of management. In the three city clubs, embracing members from over 350 companies and numbering 5,520, the percentage of foremen comprise 64% of the total membership. This, of course, is probably exaggerating the true foreman participation in all city clubs due to the fact that one of the three clubs had a 90% of foreman participation.

Over the past ten years a trend toward increased participation of technical and professional people in these clubs (organization) has been observed. Our attempt to ascertain the pertinent extent of this trend encountered only modest success. It could possibly be attributed to the paucity of adequately kept membership records both in the past

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[1] This figure includes assistant foremen and in some cases General Foremen.

TABLE VII

Total Membership and its Breakdown on Foremen and Other Members of Management

Club Identification		Foremen	Other Members of Management	Total*
Company Clubs				
1		60	190	250
2		50	240	290
3		358	81	439
4		77	90	167
5		42	93	135
6		200	175	375
7		80	194	274
8		160	470	630
9		300	381	681
10		11	32	43
11		387	123	510
12		60	110	170
13		30	86	116
14		125	395	520
15		200	527	727
16		100	180	280
17		36	36	72
18		70	130	200
19		60	---	60
	Sub-Totals	2,406	3,533	5,939
City Clubs				
20		175	245	420
21		1,215	135	1,350
22		2,060	1,690	3,750
	Sub-Totals	3,450	2,070	5,520
	TOTAL	5,856	5,603	11,459

*The number of retired members is not included in these figures.

and in the present.

The information obtained in city clubs indicates some 15-20% professional participation, a comparatively lower proportion than in company clubs where these data were available. Again this was probably biased by the one city club with 90% of foremen membership.

Some club officers contend that such considerable influx of more professional and management people has engendered an appreciable enhancement of the quality of the club programs particularly the speakers. Others claim that it has provided an incentive for more vigorous participation on the part of the members in various club functions. Hereunder are some of the club officers' remarks pertaining to this matter of broader participation:

> Now, it is a little more reserved type of club than it was 15 years ago.
>
> Before 1961, it degenerated into a social club. Management people pulled out; management participation was not present; loose rules existed. When reorganized in 1961, more management people became members and the club became more of a management club in nature and the programs are now more of an educational nature.
>
> It made for a more rounded sophisticated program ... conformed with the principles we set up in our constitution.
>
> Upgraded the club programs.
>
> The programs have become broader in scope -- probably you can associate it with the members' level of education.
>
> Since the transition, the programs have improved tremendously.
>
> We have gotten into the speaker of general management appeal... elevated the caliber of speakers, qualitative improvement in other words.

Among the foremen eligible for membership in the company clubs somewhere around 85% did actually join the clubs. In five cases

TABLE VIII

Percentage of Eligible Foremen Participation

Club Identification	Percentage of Participating Foremen
Company Clubs	
1	80%
2	100%
3	97%
4	90%
5	**
6	100%
7	100%
8	**
9	80%
10	95%
11	90%
12	**
13	100%
14	**
15	**
16	93%
17	**
18	100%
19	96%
City Clubs	
20	**
21	**
22	80%

**Figures not available.

membership was as high as 100% of the foremen eligible. Reasons such as age, area of residence, financial reasons, as well as conflicts with other interests were given to the club officers by those who preferred not to belong. For the more discriminate individuals the club program was the objectionable factor. Some resisted the clerical employees being made eligible for membership. Others who refused to join were described by the club officers as anti-social and in some cases as "stubborn."

Finance

The investigation of the degree of financial support -- if any -- furnished by the companies to the clubs concerned revealed that four of the company clubs received no support from the respective companies. Three obtained support in different forms, i.e., an interest free loan, contribution once in a while, etc. The remaining twelve were variously sustained from a low of 20% to a full-fledged 100%. In at least seven of these, the company's subsidy constituted 50% or more of the clubs' total budget. Table IX shows these varying degrees of financial support by the companies to the clubs.

The three city clubs in our sample were also supported financially by the participating companies. This support amounts to 12-1/2% in one case, 45% in the second, and the third is also supported but the degree was not identified.

Dues

The clubs collected annual dues ranging from a nominal $2.00 to $60.00 with 15 clubs charging $12 or more. Table X shows in detail the amount of the annual dues per member in each club included in our sample.

TABLE IX

Degree of Financial Support Furnished by the Companies to the Management Clubs

Club Identification	Percentage of Company Support
1	100%
2	65-70%
3	50%
4	50%
5	35%
6	90%
7	50%
8	Irregular support from parent chapter.
9	An interest free loan of $400,000.
10	0
11	15-20%
12	20%
13	50%
14	0
15	0
16	100%
17	Irregular contribution received from the company.
18	30%
19	0
20	Not known.
21	45%
22	12-1/2%

TABLE X

Membership Annual Dues

Club Identification	Annual Dues
1	To be determined.
2	$21 per member.
3	$15 per member.
4	To be determined.
5	$6 per member.
6	$3 per member.
7	$42 per member.
8	$18 per member.
9	$60 per member.
10	$2 per member.
11	$12 per member.
12	$12 day shift, $6 change & night shift.
13	$30 per member.
14	$12 per member.
15	To be determined.
16	$12 per member
17	$24 per member.
18	$6 per member.
19	$5 per member.
20	$9 per member.
21	$12 shop member, $8 non-shop members, $4 associated members
22	To be determined.

It should be noted here, however, that there is a trend of increasing the annual dues.

Some clubs charged new members with an initiation fee, but this was noted only in three out of twenty-two clubs visited.

Programs

The annual program of a management club consists primarily of monthly dinner meetings. Some clubs may be involved in community service activities. Other clubs may offer educational activities such as seminars or conferences. The following will be a detailed look at the management clubs programs in our sample.

Monthly dinner meetings. The company clubs as well as the city clubs schedule a monthly dinner meeting which is held 7 to 10 times a year. The dinner is usually preceded by a cocktail hour. Moreover, a speaker is usually invited. As for the background of these speakers, they are generally company officers or industry executives, rarely a professional speaker or a government employee, and seldom indeed do university professors get invited. Sports people, especially coaches, do get invited. Such meetings, thus, serve the purpose of communication and relaying information to the company supervisors. Table XI shows a breakdown of speakers by profession.

Besides the main speaker, there may be what is called a spotlight speaker. He is usually reporting on current issues his department is involved in. Club business may or may not be conducted during the meeting.

A department or a section may be wholly responsible for the night. In this case, the program will be more or less geared to make the members of other departments gain some insight into the workings and activities of this department.

TABLE XI

Speakers by Occupation

Club Identification	Company Executives	Industry Executives	Professionals	Government Employees	University Professors
1	X	X	X	X	X
2		Primarily	X		
3	X	Mainly			Occasionally
4	X	X	X		Very seldom
5	Mainly		X		
6	Mainly	X		X	Seldom
7	Mainly	X	X		Occasionally
8	Mainly	X			Very seldom
9	Mainly		X		Very seldom
10					
11					
12	Mainly		X		
13	Mainly		X		
14		X	X	X	X
15	X	Primarily			Occasionally
16	Mainly		X	X	Occasionally
17	100%				
18	Mainly	X			Very seldom
19	100%				
20	X	X	X	X	X
21	X		X	X	Occasionally
22			X	X	X

The dinner meetings are called "stags" whenever the stress is on the social value of the gathering rather than the educational value. More "booze" and informality is then apparent.

In the clubs where some stress on the educational value of their dinner meetings prevails and, of course, in the clubs where it is solely a social function there are two universally accepted social gatherings. One is the Christmas dinner dance and the other is the wives' night. There may or may not be a dinner outing.

Some clubs may arrange trips to football or baseball games once a year as part of their program.

Emphasis on management development, however, appeared in few cases although it seems to be gaining a foothold in many clubs. Topics in these cases were confined pretty much to this area. This was due either to top management pressure or to the caliber of leaders in the club.

It was noted with interest that the quality of speakers invited by the city clubs was undoubtedly and uniformly better.

A reasonable attendance of 50% or a bit higher on the average is generally reported. Such attendance is obviously influenced by practical considerations such as shift conflicts, or for the more discriminate members, the quality, appeal and conceivably the authority of the speaker.

The table given, Table XII, shows the percentage of members (on the average) attending the monthly meetings as well as the number of meetings.

Table XII

Number of Monthly Meetings and Percentage of Members Attending on the Average

Club Identification	Number of Meetings	Total Membership	% of Members Attending on the Average
1	5	250	80%
2	8	290	75%
3	9	375	35-60%
4	6	167	80-90%
5	8	152	50-55%
6	9	375	35-60%
7	6	325	50-60%
8	9	630	60%
9	12	681	15%
10	9	43	50%
11	8	410	45-55%
12	7	170	40%
13	8	116	85-90%
14	8 + 4 gatherings	520	40%
15	9	727	50%
16	7	124	67%
17	Weekly	72	50%
18	8	200	50-60%
19	6	60	50%
20	11	420	50%
21	10	1400	15-60%
22	8 - 9	3700 (est.)	15-25%

Plant Tours. The more progressive clubs also organized plant tours (plant visitations, field trips) for their members. A club may organize one visit a year or perhaps four or five. All the city clubs visitied offered this type of service to their members. The officers of the clubs said that there is a good response on the part of the members toward these tours.

Civic Activities. Some clubs engaged in community service projects. Activities such as Junior Achievement, Boy Scouts, charity funds, etc. are among the most popular projects. One club offered interest free loans to the sons and daughters of the members who needed funds for education. Another spent $11,000 in cash plus the time devoted by some of the members to lessen the tragic effects of Hurricane "Betsy" on the community. Some clubs, however, feel that it is not the role of the club to get involved in these types of activities, and it is up to the individual members to do so. One of the club's officers puts it this way:

> We avoid getting involved in community service activities because you will get involved in too many ... members of the club are involved in these projects as individuals but not as a club.

Seminars and Conferences. Apart from the dinner meetings three company clubs organize occasional seminars or conferences. The remaining 16 do not sponsor such activities. The question always brushed aside by the oft-repeated reply: "These things are for the company to sponsor; this is done by the company." One wonders whether it is the policy of the company or the reluctance of the clubs concerned which engenders this situation.

As far as the city clubs are concerned one of them holds an annual seminar, the second 40, and the third[1] a record high of 53 seminars a year. The last two clubs also participate annually in an all-day conference held at an outstanding educational institution. Thus emphasizing the educational aspect with the social activities not ignored or underestimated.

Publications. In the field of publications and printed matter, one of the three city clubs visited issued a monthly newsletter. Furthermore, articles deemed of pertinent interest to the supervisory people were periodically printed and distributed to the affiliated members in these clubs. On the other hand, of the nineteen company clubs visited, only one published a monthly newsletter, one other club published a monthly magazine.

Leadership

An apparent tendency to nominate and elect management people other than foremen, especially to the presidency, was readily discernible. For instance, our sample revealed that only 4 out of 22 presidents were foremen; the rest were seven engineers, six middle-management men, while five held other management titles. Table XIII shows the titles of officers and their corresponding titles in the companies.

TABLE XIII

CLUB OFFICERS AND CORRESPONDING COMPANY TITLES

Title of officers in the club	Titles of officers in the company
PRESIDENT	Foreman
	Engineer
	Manager of Industrial Engineering
	Foreman of Manufacturing
	Production Foreman
	Manager of Labor Relations
	Engineer (Production)
	Maintenance Foreman
	Sales Promotion Manager
	Senior Industrial Engineer
	Supervisor of Carbon Baking (Engineer)
	Buyer
	Technical Specialist
	Design Engineer
	Supervisor Union Relations
	Industrial Engineer
	Supervisor
	Chief Engineer
	Adm. Head Microbiology Department
	Special Asst. to Oper. Mgr. of Adm. Serv.
	Budget Analyst
VICE PRESIDENT	Director of Manufacturing (Engineer)
	Factory Manager
	Manager of Quality Engineering
	Chief of Administration on Systems Test
	Presentation Specialist
	Material Division Foreman
	General Foreman
	Director of Educational Services
	Superintendent
	Supervisor
	Superintendent of Transportation
	Supervisor of Employment Rel & Development
	Staff Assistant to Pot Room Supt.
	Senior Engineer
	Supervisor of Engineering Systems
	Manufacturing Controls Analyst
	Manufacturing Engineer
	Industrial Engineer
	Foreman Machine Shop
	Assistant General Manager
	Process Foreman
	Industrial Relations Representative

(Table XIII continued)

Title of officers in the club	Titles of officers in the company
	Asst. Mgr. of Control & Prog. Adm.
	Foreman
	Senior Value Engineer
SECRETARY	Product design engineer
	Foreman of Packaging
	Manager of Engineering Liaison
	Inventory Control Accounting Foreman
	General Foreman
	Supervisor, Secretarial Service
	General Supervisor
	Supervisor
	Secretary to Vice President
	Employment & Community Relations Supervisor
	Carbon Plant Clerk
	General Foreman of Green Carbon
	Industrial Engineer
	Manufacturing Engineer
	Shop Foreman
	Value Analyst
	Buyer
	Clerk
	Counselor, Personnel Services
	Foreman in charge of Time Study & WS
	Staff Eng. for Plant Maintenance
	Staff Assistant to the Vice President
	Foreman
	Project Engineer
	Application Engineer
TREASURER	Timekeeping Department Supervisor
	Corporate Cashier
	Manager of Internal Audit
	Group Leader in Industrial Engineering
	Head Nurse (Mrs.)
	Supervisor, Accounts Receivable
	Division Superintendent
	Assistant Treasurer of the Corporation
	Supervisor of Office Services
	Accountant
	Manufacturing Engineer
	Manager of Data Processing
	General Accountant
	Salary Administrator
	Major of Police
	Assistant Production Manager
	Division Manager of Labor Operations
	Foreman
	Project Auditor & Staff Asst. to Controller

True leadership in these organizations is lacking to a great extent. A majority of the club officers seem to have neither sufficient training nor ability to be effective leaders.

A uniformly negative response was obtained to inquiries about their participation in seminars and conferences that were immediately relevant to their leadership role. Some club officers were ostensibly incapable of competent and effective conduct of a meeting, presumably attributed to their deficient training in leadership. It is quite astounding to note that the officers of fourteen clubs were unaware of the existence of the two major national organizations: The National Management Association and the National Council of Industrial Management Clubs. Inter-club communication and mutual familiarity with each other's activities -- as transpired from the interviews we held -- are conspicuously lacking.

Again, when asked about the prospect of future plans, the reply was repeatedly forthcoming, "Things will remain pretty much the same." Very few exhibited willingness, and some,only mild enthusiasm to incorporate more educational ingredients in their programs. For example, remarks like the following were made:

"We may get in education . . .

". . .cosponsor seminars with the training department.

"Seminars and conferences are being considered.

"Some members ask for more educational activities . . . more contests and awards . . ."

The implications of the above attitudes are of substantial importance. The caliber of leadership, which has a profound impact in imparting a sense of purpose and in setting the standards of activities, needs improvement.

PART III

THE NATIONAL MANAGEMENT ASSOCIATION (NMA) OF DAYTON, OHIO

Introduction

Article I, Section 2 of the NMA Constitution states the association objectives as follows:

> The objectives of the association shall be (1) to improve the quality and promote the unity in management by education and association through the medium of the affiliated organizations, and (2) to raise the standards and promote the appreciation of management as a profession.

Section 3, under Article I, makes it clear that "the association shall be nonprofit, nonpolitical, nonpartisan, and nonsectarian, and shall not engage in collective bargaining in behalf of its members or others."

The purpose of this part of our study is to determine the nature and extent of the NMA services to its 244 affiliated clubs. Our findings are based on a one-week visit to the NMA national headquarters in Dayton, Ohio. At that time several interviews with the NMA staff were held. A sample of 100 member clubs was thoroughly examined and relevant information and materials compiled. Subsequent visits to six affiliate clubs were made and interviews with club officers were arranged. The interviewed officers were requested to answer specific questions posed to investigate the club's activities. Answers were also obtained to questions pertinent to the services rendered by the National Association.

This report is composed of six sections. Following a brief historical sketch, Section I describes the NMA organization, Section II is devoted to membership requirements and analysis. Section III outlines the leadership in the association. In Section IV, information on the association finances is presented. Section V tackles the NMA services to member clubs, and offers comments on these services either by club officers or by us. The last section, Section VI, analyzes the information derived from examination of the files of 100 member clubs, in addition to our findings from the interviews with officers of NMA member clubs.

Historical Sketch

Founded in Dayton, Ohio on October 8, 1925, the NMA (formerly known as the National Association of Foremen) has developed over the years to meet the growing needs and demands of their affiliate organizations.

The idea of a foremen's association was conceived by Louis Ruthenburg during World War I. Mr. Ruthenburg was a factory superintendent for Charles F. Kettering at the old Delco-Light Company in Dayton. Ruthenburg, perceiving the foreman as an integral part of the management team, felt that the key to foreman success was self-development. Encouraged by his boss to promote his ideas, Ruthenburg organized the first foremen's training class. In 1924 men from Lima, Middletown, Piqua, Springfield, Youngstown, and, of course, Dayton, founded the Ohio Federation of Foreman's Clubs. On October 8, 1925 "some twenty-six industrial supervisors from Piqua, Middletown, Dayton, Cincinnati, Lima, Portsmouth, and Canton, Ohio and Richmond, Indiana, met at the

YMCA in Dayton and formed a national group that was to become the National Management Association in later years. . ."[1]

In April of 1965 the total membership of the NMA was 70,690. Also, the NMA entertained the affiliation of 244 management clubs.

Section I

ORGANIZATION[2]

The governing policy-making body of the association is the Board of Directors. Members of the Board are elected by affiliated clubs to serve a three-year term. The number of directors to serve from each state is determined by the number of clubs in that state. The Board convenes each year in January, May and October. Special meetings may be called by the President or by one-fifth of the members of the Board.

The Board of Directors elects the President of the association, Vice-President, eight Zone Vice-Presidents, and a Secretary-Treasurer. The above elected officers constitute the Executive Committee and serve a one-year term. The president presides over the meetings of both the Executive Committee and the Board of Directors.

The Board appoints an executive Vice-President who is a full-time executive officer entrusted with the task of directing the activities of the national headquarters staff and representing the association in its contacts with member as well as non-member organizations.

There are six standing committees: Activities and Awards, Member Services, Management Development, Public Relations, Membership Promotion, and Director Procedures. In appointing these committees, the President seeks the advice and consent of the Executive Committee.

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[1] Dayton, USA, March 1966 issue, area Chamber of Commerce.

[2] NMA Directory 1965.

A director is assigned to each affiliated club-and to each certified area council-to keep the club informed on all association matters and to serve as an advisor to the club.

There are also six Zone Managers who work in the field with the member clubs. They usually visit a club immediately after the election of new officers to conduct an officer training session. Guidance is provided in the area of planning club activities. Other visits may be made during the year to follow-up on the club programs or whenever the officers of a club call upon them. Furthermore, they furnish an avenue of information concerning the services of the parent association and the activities currently conducted by other clubs in the area.

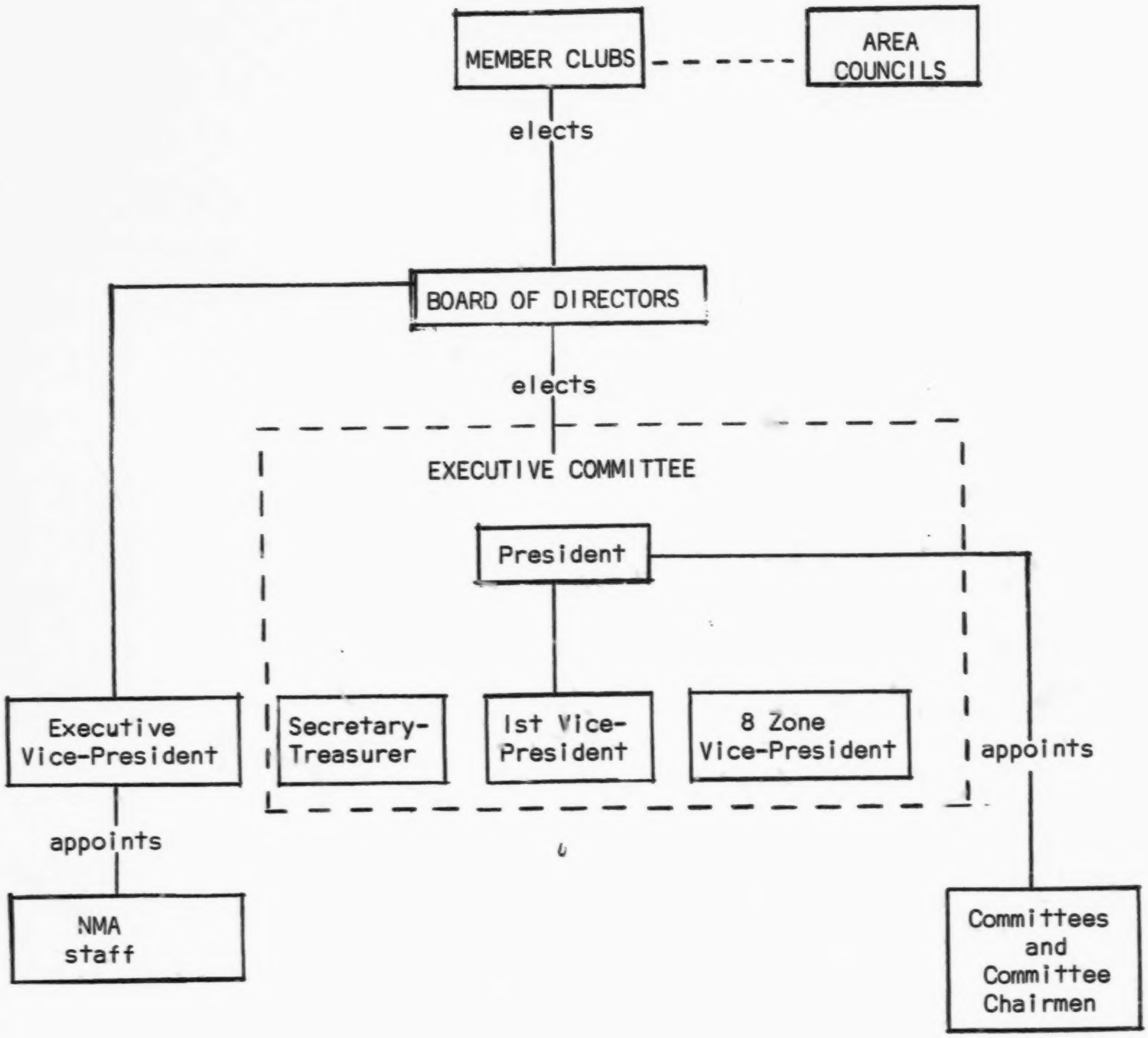
Member clubs may also belong to an "area council." Each area council has a certain geographical sector within its prerogative.

Section II

MEMBERSHIP

Eligibility. There are three classes of membership in the association:

1. Organization Memberships
    a. City or area
    b. Plant or company
2. Individual Memberships
    a. Regular
    b. Life (retirement, honorary)
3. Investment or sustaining Memberships


MEMBER CLUBS
AREA COUNCILS
elects
BOARD OF DIRECTORS
elects
EXECUTIVE COMMITTEE
President
Executive Vice-President
Secretary-Treasurer
1st Vice-President
8 Zone Vice-President
appoints
appoints
NMA staff
Committees and Committee Chairmen

Under Article III, Section 2A of the NMA By-laws, organizations are eligible for affiliation provided "(1) that their organization's objectives conform to those of the association, (2) that seventy-five percent (75%) of the organization total program be of an educational nature, and (3) that the financial structure and the officers of the organization meet the approval of the Board of Directors of the Association." Every member of each affiliated organization shall be a member of the association.

The regular membership in the association and its affiliated clubs is confined to "anyone who holds a management position as defined by the company's policy."

As of April, 1965, the total number of NMA members was 70,690.[1] Also, the NMA entertained the affiliation of 244 management clubs. Table I shows the distribution of these clubs on categories of membership.

It is noted here that the ten clubs that enjoyed a membership of over a thousand members have a total membership of 29,265, or what constitutes 41.4% of the total NMA membership. Moreover, six of these clubs are organized in the Aerospace industry with membership exceeding 24,000 members.

Of the 244 management clubs, there are 209 "company clubs" that enjoyed a membership of 65,427 members, and the remaining 35 clubs are "city clubs" composed of 5,221 members. Table II shows the number of clubs by type and their respective membership.

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[1] 42 of this total are individual members.

TABLE I

Distribution of Clubs on Categories of Membership

Range of Membership	Number of Clubs
1 - 99	101
100 - 199	68
200 - 299	27
300 - 399	15
400 - 499	7
500 - 599	44
600 - 699	5
700 - 799	2
800 - 899	2
900 - 999	3
1000 & over	10
TOTAL	244

TABLE II

Distribution of Member Clubs Between Company and City Clubs

Type of Club	Number of Clubs	Membership
Company	209 (85.7%)	65,427 (92.6%)
City	35 (14.3%)	5,221 (7.4%)
Total	244 (100%)	70,648 (100.0%)

As shown in Table II above, about 86% of the clubs (company clubs) constitute more than 92% of the NMA total membership, while the remaining 14% of clubs (city clubs) have a little more than 7% of the total membership.

A membership summary by states and zones is shown in Table III.

TABLE III

Zone	State	Number of Clubs	Members 4/30/65
A	Arizona	1	317
	California	34	25,551
	New Mexico	1	265
	Oregon	1	68
	Washington	1	48
	Hawaii	-	-
		38	26,249
B	Arkansas	1	38
	Colorado	1	366
	Iowa	7	1,445
	Missouri	5	1,259
	Oklahoma	4	870
	Texas	6	3,864
		24	7,842
C	Ohio	27	6,085
D	Maryland	1	135
	Pennsylvania	14	1,633
	West Virginia	9	1,072
		24	2,840
E	Alabama	14	1,886
	Florida	8	1,175
	Georgia	1	3,367
	Kentucky	5	523
	Louisiana	1	526
	No. Carolina	2	84
	So. Carolina	1	89
	Tennessee	3	400
		35	8,050
F	Connecticut	1	50
	Massachusetts	5	1,212
	New Jersey	1	300
	New York	17	3,191
		24	4,753

Table III (continued)

Zone	State	Number of Clubs	Members 4/30/65
G	Illinois	15	2,162
	Minnesota	3	125
	Wisconsin	13	1,160
		31	3,447
H	Indiana	19	4,522
	Michigan	22	6,660
		41	11,382
	TOTAL	244	70,648
	Individual Members		42
			70,690

It is to be noted here that 36.1% of the total membership is in the state of California. Moreover, 75% of NMA membership is concentrated in seven states,* in a number of clubs amounting to one hundred and twenty-six (126) clubs.

Foremen's total membership in the NMA amounts to about 42% of the membership total -- that is, 29,600 members. Others of the management team -- including top management -- constitutes the remaining 58% of the membership**

The Survey Report, published by the NMA in July 1963 and entitled "The Changing Patterns of Membership of the National Management Association"[1] revealed that since 1956 there has been "relative increase in the number of technical, professional and staff specialists." This survey also showed that "the biggest increases in these functional positions are in the aerospace and electronics industries. . ." It is worth noting at this point, that more than one-half of the total NMA membership is ascribed to members in these industries according to the same report. The report goes on to state that "the educational level continues to increase, with over one-third of the members holding college degrees and over half having completed at least one full year of college." The following table, Table IV, shows some comparative percentages pertaining to the NMA members' level of education.

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*These states are: California, Texas, Ohio, Georgia, New York, Indiana, and Michigan

**Interview with Stanley Gill, Manager, Management Research and Development, NMA

[1] This report is based on a written questionnaire completed by a selected sample of 2200 members.

TABLE IV

Comparative Percentages Pertaining to NMA Members' Level of Education 1956-1963

Level of Education	1956	1963
Percentage of all NMA members who are college graduates	30.0%	35.5%
Percentage of all members who have had some college training from one full year or more	51.0%	56.7%
Percentage of all NMA members who are high school graduates	85.0%	91.2%

With regard to the members' interest in subjects for further training and education, "the interest pattern varied according to functional classifications and organizational levels. A good indication of the variation is provided by the five top subjects in the various job groups." (The figures given are in per cent of members of each group marking the item.)

FIRST LEVEL MANUFACTURING SUPERVISORS

1.	Production management	32.9
2.	Supervisory responsibilities	32.5
3.	Effective speaking	32.5
4.	Management and organization	30.8
5.	Labor relations	28.1

FIRST LEVEL SUPERVISORS IN MANUFACTURING RELATED FUNCTIONS

1.	Advanced work in technical specialty	35.9
2.	Management and organization	28.7
3.	Effective speaking	28.1
4.	Production management	23.4
5.	Latest developments in science/technology	22.2

FIRST LEVEL SUPERVISORS IN ENGINEERING AND RESEARCH

1.	Management and organization	48.8
2.	Advanced work in technical specialty	42.5
3.	Latest developments in science/technology	36.3
4.	Supervisory responsibilities	25.6
5.	Effective speaking	24.4

FIRST LEVEL SUPERVISORS IN ADMINISTRATIVE AND SERVICES

1.	Management and organization	44.2
2.	Effective speaking	38.1
3.	Supervisory responsibilities	31.8
4.	Communications	22.5
5.	Advanced work in technical specialty	22.4

FIRST LEVEL SUPERVISORS IN MARKETING AND SALES

1.	Effective speaking	57.1
2.	Management and organization	42.3
3.	Supervisory responsibilities	32.7
4.	Communications	25.2
5.	Business ethics	20.0

FUNCTIONAL SPECIALISTS IN ENGINEERING AND RESEARCH

1.	Management and organization	44.3
2.	Latest developments in science/technology	43.0
3.	Advanced work in technical specialty	38.2
4.	Creative thinking	21.2
5.	Supervisory responsibilities	20.6

ALL ORGANIZATIONAL LEVELS IN ENGINEERING AND RESEARCH

1.	Management and organization	49.1
2.	Latest developments in science/technology	37.9
3.	Advanced work in technical specialty	35.6
4.	Creative thinking	25.1
5.	Effective speaking	21.4

It was also noted with interest in the report that the technical and professional specialists have a high degree of interest in management training.

A survey of all ages of the NMA members indicates 43 years of age as the median in 1963, as compared to 41.5 in 1956.

Section III

LEADERSHIP

It is our conviction that the leadership in NMA on both the national and the affiliate-club level, is the primary factor that determines the success of the association in realizing its goals and achieving its objectives. Therefore, we feel the reader should be acquainted with some of the characteristics of the NMA National directors as well as NMA club leaders. During the 1964 national convention in St. Louis, Missouri, a survey was conducted by NMA to develop a profile for each of the aforementioned groups. A total of 393 persons participated. "Sixty-five of these were NMA national directors, the rest were club leaders--43 club directors, 228 club officers and 57 others. (These were committee chairmen and members, past officers, etc.)" The following is a summary of the survey findings. The general purpose of the two surveys was to determine the similarities and differences between club leaders and the national directors. In summary, the national director can be contrasted to the club leader as follows:

--The mean for the national director is over eight years of membership in NMA, while the mean for the club leader is between five and eight years of membership.

--The mean for the national director in age is between 46 and 50 years while for the club leaders it is between 41 and 45.

-- The formal education level is the same for both groups.

--The functional category of their work is roughly similar except that significantly more national directors come from the area of administration and service than do the club leaders.

--In organizational level the majority of the national directors are on the department or unit head level. The club leaders are spread out over the different levels.

A second part of the questionnaire was designed to determine the kind and mount of participation in NMA and company programs. Both groups showed high participation.

--The NMA clinics and conventions are most popular with the directors.

--The NMA clinics and club-sponsored conferences and courses are most popular with the club leaders.

A measure was taken to see which kind of management development programs each group wanted.

--Both groups ranked programs on "management concepts and principles" as their first need.

--The groups differed significantly on the second need.

--The national directors chose "economics" while the club leaders chose "human relations."

The third part of the survey was on membership in other voluntary associations. A detailed analysis of this is important in that it indicates orientations both groups have as they approach the policy questions of their clubs or of the national organization.

The final part of the survey dealt with attitudes toward company and national problems. In the 1964 survey we asked the same question as in the 1963 survey: "What was the most pressing challenge to your company?" In both years the "most pressing challenge" was felt to be "competition." However, the national directors were definitely more concerned with the "development of qualified managers" than were the club leaders.

As to the major challenges facing our nation, both groups chose "foreign affairs" as first, and "civil rights" as second.

Section IV

FINANCE

The major sources of NMA income are club dues, subscriptions and registration fees. A charter fee of $25.00 is applied to each new affiliate organization. A registration fee of $3.00 applies to all members of organizations making applications for affiliation and for all new members of affiliated organizations. The dues, meanwhile, are $6.00 per year for each member of the affiliated organizations. The total income of the association for the ten-month period July 1, 1964 to April 30, 1965, as shown in Table V, has almost reached the half-million-dollar mark. Salaries and travel expenses amounted to a little over $200,000 as shown in Table VI. Over $47,000 was spent on the Manage magazine, covering printing, postage, mailing and editorial expense.

Table VII, the NMA statement of financial condition as of April 30, 1965, indicates that the NMA enjoys healthy financial conditions. As part of the NMA policy, as it is stated on page 31 of the NMA directory of 1965, "the association shall set aside annually at least one per cent of its membership dues income to be placed in a special reserve fund. This fund, as indicated in Table VII, had reached $85,801.25 by April 1965.

The Secretary-Treasurer's report presented at the 1965 annual convention in San Diego, California, stated:

> "In reference to the statement of revenue, expenses and fund balance, operations produced a total revenue of $529,340, an excess over that budgeted of more than $34,000. Total expenses for the year were $487,555 leaving an excess of revenue over expenses of $41,785 from which $8,000 was transferred to the investment fund. The remaining operating net of approximately $33,000 has been retained in the general operating fund of the Association. In addition, the invested reserve fund earned a net income of $2,871, which, when added to the $8,000 transfer from general fund, has increased the invested reserve account to $88,672."

In another part of the same report it was noted that:

> "During the past four years the Association has been able to improve its financial condition approximately $144,000. This is especially noteworthy since we have done it without an increase in dues and many other associations have experienced a reverse condition."

TABLE V

The National Management Association
Statement of Income and Expense
April 30, 1965

Month			Annual	Year to Date	
Budget	Actual	Income	Budget	Budget	Actual
23,000	12,910	Club Dues and Subscriptions	402,000	370,000	397,218
3,000	1,950	Registration Fees	30,000	26,500	26,739
---	---	Foundation Grants	10,000	10,000	10,000
1,100	1,387	Jewelry, Mag., Speakers & Other	5,200	4,700	13,271
525	569	Lease Income	6,300	5,250	5,443
4,500	4,825	Advanced Management Institute	12,000	12,000	10,000
1,000	---	Management Unity Seminars	3,000	2,000	2,000
---	900	Special Institutes & Seminars	2,000	1,300	1,725
600	353	Executive Officers Conference	3,000	2,100	2,321
---	---	Convention	21,500	21,500	21,311
33,725	22,894	TOTAL INCOME	495,000	455,350	490,528
		Expenses			
2,856	3,486	Executive Administration	40,000	33,088	33,286
8,009	9,271	Office Services	95,200	79,497	81,862
20,040	18,638	Organization Services	162,700	139,270	136,659
9,577	8,840	Public Relations & Publishing	101,000	81,894	78,820
3,942	3,415	Mgmt. Research & Development	43,100	35,616	33,738
900	314	Management Unity Seminar	2,700	1,800	2,164
6,200	4,792	Advanced Management Institute	11,300	11,300	12,656
200	519	Special Institutes & Seminars	3,500	2,500	719
600	450	Executive Officers Conference	3,000	2,100	3,868
---	---	Annual Convention	20,500	20,500	18,939
334	342	Depreciation	4,000	3,332	3,426
52,658	50,067	TOTAL EXPENSES	487,000	410,897	406,137
		Excess Income over Expense		44,453	76,391
(18,933)	(27,173)	(Deficit-Excess Expense over Income)			
		Other Reserves & Provisions	8,000		8,000
		TOTAL BUDGETED INCOME	$495,000	$455,350	$490,528
		*Special Promotion Contingency Fund Provision from 1963-64 Surplus per May 1964 Board Action	10,000		

TABLE VI

The National Management Association
Expense Break-down
April 30, 1965

Budget Month	Actual Month	Variance		Year to Date Budget	Year to Date Actual	Year to Date Variance
			Executive Administrative			
1,917	1,899	18	Salaries	10,166	19,018	148
200	418	(218)	Travel and Expenses	3,600	4,461	(861)
25	281	(256)	Membership & Donations	725	902	(177)
80	138	(58)	Telephone & Telegraph	840	1,092	(252)
634	596	38	Salary Adm. Expense	6,332	6,529	(197)
---	4	(4)	Board Expense	175	454	(279)
---	150	(150)	Contingency	2,250	830	1,420
2,856	3,486	(630)	TOTAL	33,088	33,286	(198)
			Office Services			
2,375	2,352	23	Salaries	23,750	23,432	318
---	10	(10)	Travel and Expense	165	443	(278)
225	224	1	Telephone & Telegraph	2,250	2,255	(5)
500	1,121	(621)	Postage	6,500	7,753	(1,253)
25	---	25	Legal and Auditing	1,150	1,025	125
1,463	1,459	4	Rent and Utilities	14,624	14,673	(49)
100	18	82	Insurance	1,300	420	880
50	---	50	Maintenance & Equipment	1,200	907	293
300	214	86	Office Supplies	3,400	3,460	(60)
171	133	38	Employee Ins. Relations	1,708	1,394	314
1,100	2,359	(1,259)	Printing	11,300	12,794	(1,494)
1,200	689	511	Taxes	5,950	4,421	1,529
500	692	(192)	Membership Maintenance	6,200	8,885	(2,685)
8,009	9,271	(1,262)	TOTAL	79,497	81,862	(2,365)
			Organization Services			
7,215	6,981	234	Salaries	72,150	71,980	170
3,200	3,658	(458)	Travel and Expense	26,900	26,546	354
50	46	4	Promotion	650	1,119	(469)
75	24	51	Telephone & Telegraph	750	716	34
---	---	---	Zone Managers' Training	2,800	2,857	(57)
9,500	7,659	1,841	Speakers	33,200	29,886	3,314
---	125	(125)	Charter Speakers	500	975	(475)
---	145	(145)	Awards & Certificates	2,320	2,580	(260)
20,040	18,638	1,402	TOTAL	139,270	136,659	2,611

TABLE VI (continued)

				Year to Date		
Budget Month	Actual Month	Variance	Management Res. & Dev.	Budget	Actual	Variance
2,542	2,617	(75)	Salaries	23,416	26,061	(645)
600	425	175	Travel and Expenses	4,400	4,480	(80)
60	9	51	Telephone & Telegraph	580	413	167
90	146	(56)	Research	920	590	330
600	212	388	Program Development	3,800	2,031	1,769
50	6	44	Library	500	163	337
3,942	3,415	527	TOTAL	35,616	33,738	1,878
			Public Relations & Pub.			
2,729	2,664	65	Salaries	27,290	26,500	790
300	317	(17)	Travel and Expense	2,900	2,142	758
38	21	17	Telephone & Telegraph	374	342	32
500	---	500	Promotion	3,100	657	2,443
250	(140)	390	Public Relations Expense	1,650	1,780	(130)
585	625	(40)	MANAGE Postage	4,880	4,987	(107)
4,565	4,638	(73)	MANAGE Printing	36,520	37,175	(655)
290	251	39	MANAGE Mailing	2,320	2,036	284
320	464	(144)	MANAGE Editorial	2,860	3,201	(341)
9,577	8,840	737	TOTAL	81,894	78,820	3,074
			Institutes & Seminars			
900	314	586	Management Unity Seminar	1,800	2,164	(364)
6,200	4,792	1,408	Advanced Management Instit.	11,300	12,656	(1,356)
200	519	(319)	Special Inst. & Seminar	2,500	719	1,781
7,900	6,075	1,825	TOTAL	17,700	19,407	(1,707)
			Convention			
---	---	---	Promotion	2,500	2,443	57
---	---	---	Public Relations	1,200	1,318	(118)
---	---	---	Program	1,500	1,399	101
---	---	---	Idea Fair	650	451	199
---	---	---	Arrangements-Reception	600	221	379
---	---	---	Registration & Housing	200	129	71
---	---	---	Luncheons	5,000	4,268	732
---	---	---	Administrative Expense	4,250	3,261	989
---	---	---	Contingency	---	298	(298)
---	---	---	Special Events	4,600	5,172	(572)
---	---	---	TOTAL	20,500	18,939	1,561
334	342	(8)	Depreciation	3,332	3,426	(94)
52,658	50,067	2,591	BUDGET GRAND TOTAL	410,897	406,137	4,760
			*Special Promotion Contingency per May 1964 Board Action	7,500	---	7,500

TABLE VII

The National Management Association
Statement of Financial Condition
April 30, 1965

ASSETS

GENERAL FUND:		
CURRENT ASSETS:		
Cash		$ 86,225.30
Accounts Receivable		129,930.39
Jewelry		2,694.36
TOTAL CURRENT ASSETS		$218,850.05
PREPAID EXPENSES:		
1965 Convention	58.08	
Insurance	4,075.63	
TOTAL PREPAID EXPENSES		4,133.71
TOTAL ADVANCE:		3,618.34
FURNITURE AND FIXTURES:	68,575.84	
Less Accumulated Depreciation	42,674.39	
TOTAL FURNITURE & FIXTURES, NET		25,901.45
LAND:		37,425.03
TOTAL ASSETS GENERAL FUND		$289,928.58
INVESTMENT FUND:		
Investment Account Reserve Fund		85,801.25
TOTAL ASSETS		$375,729.83

LIABILITIES

GENERAL FUND:	
CURRENT LIABILITIES:	
Accounts Payable	$ 618,71
Employee's Tax Withheld	2,953.03
Accrued Taxes	512.50
Deferred Income	500.00
TOTAL CURRENT LIABILITIES	$ 4,584.24
INCOME FROM OPERATIONS, YEAR TO DATE	76,391.54
*GENERAL FUND BALANCE	208,952.80
TOTAL LIABILITIES GENERAL FUND	$289,928.58
INVESTMENT FUND:	
Investment Reserve Fund	85,801.25
TOTAL LIABILITIES	$375,729.83

*$10,000 of General Fund is available for Special Promotion activity per May 1965 Board Action

Section V

SERVICES TO AFFILIATED ORGANIZATIONS

In its brochure "Archway to NMA Services" the NMA summarizes its service to member clubs as follows:

Information Exchange

By drawing upon the experiences of members and the knowledge of many experts, the Association supplies clubs with a steady stream of ideas and information.

Mailings to Clubs

Executive Vice President's Report. This report is distributed to clubs the first of each month. It contains official reports which clubs are asked to complete, as well as information on the Association's national affairs.

Club Bulletin. Mailed the middle of each month, this package is sent to club leaders and contains such items as:

1. Organization Services Bulletin--contains practical tips for leaders.
2. Management Development Bulletin--information about what's going on in the management development field.
3. Public Relations Bulletin--tips on club public relations and publicity.
4. Office Services Bulletin--discusses certain record-keeping procedures.
5. Speaker's Directory Bulletin--news about speakers recommended by clubs.
6. News Digest--news about the Association and club activities.
7. Legislative Action--a wrap-up on national legislation.
8. Through the Arch--a monthly editorial for club publications.

Manage Magazine

The official magazine of NMA which is sent to the homes of all members ten times a year. *MANAGE* features management articles by leading authorities.

NMA Traveling Library

Members can borrow books on management for a 60-day period. Complete listings of current titles are available.

Awards

NMA maintains a comprehensive awards program which honors clubs and individuals

1. Club Awards:

    Outstanding City Club in the Nation
    Outstanding Company Club in the Nation
    Outstanding Club Awards by Size Group
    Excellent Club Award
    Club Publication Awards
    Management Improvement Award

2. Personal Awards:

    Gold Knight of Management
    Silver Knight of Management
    Life Retirement Membership
    Club Leadership Plaque

3. Certificates:

    A variety of certificates are available which can be used to honor individuals completing club courses, or to recognize achievements in club leadership.

4. Emblems:

    Membership pins, officers pins, club medalions, and booster medalions are stocked by National Headquarters

NMA Annual Convention

Held in October of each year, this is the biggest single event of the year. It is a stimulating combination of national elections, award presentations, seminars, and inspirational speakers. Members from all over the nation attend.

JA-NMA Management Award

Clubs use these attractive awards to honor the adult advisors of local Junior Achievement programs.

Promotional Materials

Booklets, flyers, and brochures which tell the NMA story are available in quantity.

Building a Strong Club Organization

A good club needs a sound structure, trained leaders, and good organization. You can draw upon the experience of the Association, and use special NMA aids to build smoothly operating clubs.

Zone Managers

Staff experts who work in the field with club leaders to provide counsel, conduct club leader training, and to offer help where needed.

Executive Officers Conferences

Held annually in each zone, these conferences are designed to help club officers develop their leadership skills.

Management Unity Seminar

A week-long seminar for club leaders held at NMA National Headquarters several times a year. Helps club leaders gain a better insight into the Association and contributes to the participants' personal development.

Club Leadership Kits

Kits for officers and key chairmen are full of how-to-do-it hints. Kits are available for: President, Vice President, Secretary, Treasurer, Program Chairman, Booster Chairman, Public Relations Chairman, Awards Chairman, and Education Chairman.

Program Aids and Educational Aids

The program supplied by NMA provide a solid foundation for club educational activities.

Group Discussion Programs

Participants engage in a lively exploration of many management problems. Over twenty films are available on such topics as communication, human relations, supervision, and economics, to start discussions. The leader's guide and the participant's manual keep the session on target.

"Delegation Be Hanged" and "No Time for Planners"

Two separate management plays which clubs can stage themselves. Professionally written scripts contain all parts and instruction on how to stage the plays.

Principles of Managing--Audio Visual Series

Five different slide-tape programs explain in an attention-getting way (1) the Principles of Professional Management, (2) Planning, (3) Organizing

(4) Motivating and (5) Controlling. These five adaptable programs can be used separately or incorporated with others.

Selling America

An NMA nationwide, award-winning project. It has three educational units which explain the free enterprise economic system.

Management Information Program Guide

A guide which tells how to go about planning interesting programs on your own company operations.

NMA Speaker Service

The NMA Speakers Directory for club program chairmen is a source of top-flight speakers who talk on management subjects. Also, each club may request one speaker a year through NMA.

Business Game

A popular technique for learning the critical effect of management decisions on a company's success; adapted for management clubs.

Management Development Program

A comprehensive program on management fundamentals which has three basic units.

1. (a) Principles of Managing. A ten-week lecture and discussion course on management principles.

(b) Principles of Managing for Technical and Professional Managers. A special adaptation of the Principles of Managing for managers of technical departments and supervisors of professional personnel.

2. Case Studies. A six-week course which uses the case-study approach. Actual cases are analyzed and the principles learned from the first unit are applied.

3. Issues in Modern Management. A six-week study discussion on the different viewpoints on broad issues facing management today.

Advanced Management Institute

A residence-type program consisting of four management seminars. Each seminar is one week long.

Symbol of Professional Management

A slide-tape program explaining NMA purposes and objectives. Recommended for club member indoctrination.

Evaluation

The regular monthly bulletins sent out to clubs' officers are very valuable since they provide information to aid the officers in the planning of sound club activities.

Though not ranked on a comparable standing with the leading business publications, MANAGE, the official organ of NMA quite adequately fulfills its expectations. The diversity within the departments is well balanced and of enough interest to appeal to managers regardless of their particular specialty or specific industry. Feature articles emphasize applied aspects and practical suggestions for better utilization of managerial talent.

The NMA Travelling Library is again a service rendered to all members of the association. The Library contains a reasonably good collection of basic texts in areas such as: self-improvement, supervisory techniques, human relations, organization and management, production and quality control, labor relations, wage and salary administration, etc. The only complaint we heard regarding this service was that books ordered are sometimes delayed for several weeks.

The NMA award program includes many different types of awards to recognize excellence in performance by individuals and affiliated organizations. Delegates at the NMA national conventions seemed quite eager to learn about who won the awards and why.

The "Excellent Club Award," a non-competitive award, is earned by clubs that meet certain minimum requirements. Besides the incentive this award provides, it also presents the officers of member clubs with some guidelines for club activities and organizations. (Excellent Club Award requirements and application form are shown in the supplementary material envelope hereafter designated SME.)

More competitive awards are the "Outstanding Club Awards," (company and city), and also the five "Size Group Awards." It may be worthwhile for the reader to see what activities are carried out by both the "outstanding" company club and the "outstanding" city club of 1964-65.

OUTSTANDING COMPANY CLUB

Held twelve monthly membership meetings.
Had programs on management development subjects at nine monthly meetings.
Had "spotlight speakers" in addition to main program at nine meetings.
Used educational films as added features at ten meetings.
Had five plant tours for members, in addition to regular meetings.
Earned the NMA Excellent Club Award during the year.
Sent club leaders to the NMA Management Unity Seminar.
Conducted an NMA indoctrination program for club members.
Presented the "Selling America" program forty times.
Sponsored an NMA Management Conference.
Sponsored thirty-two different management development courses, completed by a total of 15,383 club members.
Co-sponsored ninety-five different management development courses completed by a total of 451 club members.
Sponsored twelve different civic projects.

OUTSTANDING CITY CLUBS

Held ten monthly meetings.
Average attendance at monthly meetings was 58 percent.
Had "spotlight speakers" in addition to main program at eight meetings.
Used educational films as added features at five meetings.
Published a monthly club newspaper.
Had four plant tours for members, in addition to regular meetings.
Earned the NMA Excellent Club Award during the year
Sent club leaders to the NMA Management Unity Seminar.
Conducted an NMA Indoctrination program for club members.
Presented the "Selling America" program twelve times.
Sponsored an NMA Management Conference
Sponsored six different management development courses, completed by a total of ninety-nine club members.
Co-sponsored a management development course, completed by twenty-four club members.
Sponsored four different civic projects.

Few of the interviewees expressed dissatisfaction regarding the requirements qualifying a club for an award. It is the "quantity" rather the "quality" of activities that counts, they say.

A careful look at the requirements necessary to win the Excellent Club Award, and other awards, reveals that it is true that the amount of activities counts for more than the quality of each individual activity. It must be remembered, however, that judging the "quality" of the club's activities involves a high degree of subjectivity. This obviously requires a great deal of day-to-day contact between the headquarters in Dayton and the member clubs. Since these clubs are scattered throughout thirty-three states, it is no wonder that qualitative appraisal is almost impossible to achieve, and therefore, sacrificed for the readily obtainable quantitative measurement. It must be pointed out, however, that quantitative analysis of the clubs' activities, if used intelligently and sensibly, may help to reveal the qualitative aspects as well. The NMA may find one of its future challenges in this area.

The NMA Convention

The NMA holds a three-day convention in October of each year. The following is a brief report on the 1965 convention:

The 1965 Annual NMA Convention held in San Diego, California was, categorically speaking, a success. The convention's three days provided the participants new friendships, new ideas for their clubs, and probably some material for thought in the field of management development and that of human relations as well. The theme of the convention was "New Management Attitudes." Some 550* club officers as well as members attended. Their participation in the convention activities was indeed noticeable. Good organization made everything run smoothly and as planned. Favorable comments about the convention were repeatedly heard by the Bureau representative from club officers, committee chairman, as well as members. In fact, all encountered seemed appreciative of the opportunities made available by attending the convention.

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*not including the local people.

The early-bird sessions for club leaders and the club-centered programs provided the club leaders with a channel for interclub communication, and perhaps more importantly, with new challenges.

The speakers were all of an outstanding caliber. They all touched upon subjects and issues of current interest to the management people. Again, they were very well received by the audience.

In the three conferences devoted to management development, latest thoughts in the field were intelligently presented. A realistic approach, emphasizing the practical considerations in industry without sacrificing valid academic viewpoints, was skillfully pursued.

The NMA awards in general, and the outstanding club awards in particular, with the genuine incentive they provide, are really of considerable value. The recognition which such awards represent decidedly gratified the winners and motivated prospective or potential winners.

The President's address included some fine remarks. Regarding the future of the association, he commented:

> "As leaders, we must be concerned today about the prospects of tomorrow and prepare for it to the best of our ability."

He later added:

> ". . . in this report to you this morning I've touched lightly upon items which indicate progress for the association. These are good indicators, but the real measurement of progress cannot really be assessed--because the real progress is the sum total of accomplishments of all clubs and members."*

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*Emphasis added.

Along the same lines the executive vice-president in his annual report said:

> "What happens to the association belongs to all of us . . . and if you don't share this feeling then the activities of the National Management Association are meaningless. You are the Association--you officers, club leaders and members. This voluntary organization that belongs to you and is run by you for your benefit and for the benefit of industrial management."

He concluded his report by adding:

> "So how far this association goes, and how fast* it gets there, rests in your hands--and they are capable hands, which mean purposeful growth."

In the keynote address entitled "New Management Attitudes," Mr. Fred J. Mayo, President of Ingalls Shipbuilding Corporation challenged managers of today and tomorrow. He said:

> "Today we stand on the threshold of the greatest era of industrial, economic and social growth that the world has ever known. . . . Therefore,--create--innovate--study--use and apply what technology and science have given us. Reconstitute your efforts--close the gap."

In his address "National Management Association as Viewed by A Company President," Mr. L. Eugene Root, the president of Lockheed Missiles and Space Company, Sunnyvale, California, praised the NMA and presented them with some challenges. Mr. Root said that "the crucial problems of today are centered largely in the development of 'middle management.'"

Mr. Root offered several suggestions to improve NMA services. Following is a summary of suggestions:

The NMA should modernize and broaden the content of its library.

The NMA should act in a more aggressive--and in a more progressive

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*Emphasis added.

> manner with respect to its affiliated clubs. It can do much more than coordinate. The NMA can, and should, generate and disseminate new ideas and sponsor more activities.
>
> The NMA must help to preserve our free enterprise economy. Whatever we value as individuals, and as business managers, and as a nation, is most certainly worth the effort necessary for its preservation. This is simply applying the first duty of management, that of preserving the enterprise to our nation. The NMA could, for example, actively support legislation and organizations directed toward that end.

Commenting on the "Selling America" program, he said:

> The excellent "Selling America Series" distributed by the NMA is a find and commendable step in the right direction. I want to suggest that some further expansion of that technique for disseminating additional information is now in order.
>
> Urge the NMA to study the simple question: "Are you providing to your affiliated clubs value commensurate with general membership expectations?"

Mindful of the cost incurred by NMA in developing various programs and activities, Mr. Root submitted a suggestion that the NMA should urge

> the clubs to launch a drive to increase their membership, and for the NMA to aggressively recruit new clubs. The effort must be based upon attractive programs that offer recognizable benefits to the membership.

Furthermore, he exhorted the NMA to solicit the participation of organizations in the seventeen states currently outside the realm of its functions and operations. He added:

> The NMA national management and that of all the clubs must be creative. In short, the NMA must, itself, "manage."

He then concluded:

> As the president of a large aerospace company, in which practically every conceivable management problem arises, I am understandably anxious to have our managerial people improve their professional skills. Much of my personal effort is directed toward that objective, and our Management Association has helped me.
>
> If the challenges I have posed to you today are met, I know that others in my position across the country will be even more deeply indebted to the NMA and its affiliated clubs.

In his address "The Role of Clubs in Furthering Company Objectives," James L. Budros, Director of Compensation and Personnel Development, General Dynamics Corporation, said:

> Our company philosophy throughout the years has been essentially the same. Our belief: Active, constructive participation in management club activities will be beneficial to its members, to the company and to the profession of management as a whole.

He then added:

> General Dynamics encourages management club organization and participation, but not with a paternalistic attitude. General Dynamics does not financially underwrite our management clubs nor does top management direct the activities of the clubs. We want our management clubs to be a separate organization so that club actions will be independent of undue influence and will stand on their own. At the same time, we expect and will insist that the clubs recognize that they have the dual responsibility to enhance both the company's as well as their own reputation and stature.

Mr. Budros commenting on a nationwide study conducted by a zone vice president which purported to ascertain ". . . what, if anything, the average management club does toward helping the average company to achieve the company's objectives" said:

> As an overall conclusion--the options collected in this survey strengthen my long-time belief that management clubs can and in most cases do play an important role in helping to achieve company objectives. Let's briefly review some of the key points mentioned.
>
> Management clubs can help to develop leadership and management skills. Management clubs offer an unparalleled opportunity for the individual member to develop his leadership capabilities--to test his leadership skills--and to promote his personal growth as he takes an active part in working in various club activities.
>
> Many club members get to exercise new kinds of leadership responsibilities which they might otherwise have little opportunity to display within the scope of their usual job duties. Many members with undiscovered leadership traits get their first chance to demonstrate such talents through participation in club activities.

Letter after letter cited the management club as an excellent vehicle to develop and/or display leadership capabilities and management skills.

Management clubs can help to create an environment to encourage self-development. Most companies have come to realize personnel development is a personal, individualistic endeavor. As such, it is a companh objective to provide the environment, to encourage each person to take advantage of the growth opportunities.

As we know, the NMA's primary objective is to encourage and promote self-development of its members. As we have already mentioned, continued professional growth is one of the cornerstones for success in any company or any management.

At General Dynamics, whenever anyone is recommended to our president as a high potential, one of the key questions asked is, "What has he done in the way of self-development?"

The survey responses, in various ways, stressed the company benefits derived by having management club members accept the concept that education is a never-ending process.

Management clubs can help to improve company communications and teamwork. Effective communications--effective teamwork: these are hard to identify, yet nevertheless important ingredients for the successful operation of any business. Nevertheless, these advantages were recognized in the survey responses. The consensus was: Through attendance at club meetings and participation in club-sponsored activities, individuals at all levels of management become better acquainted with each other. Coordination between technical managers and production managers operates with better understanding. Exchange of experiences and ideas, which begins to take place in the informal atmosphere of club meetings, does result in a better rapport on the job. The club becomes a valuable communications medium for top management too. Club meetings create an ideal atmosphere for communicating many kinds of management information to the management team; to inform the membership about plans, expectations, and challenges, and to enlist their active support for company objectives.

And improved communications undoubtedly help to develop a cohesiveness in management--a spirit and understanding among men of various departments and levels.

Management clubs can help to encourage community relationships and stimulate participation in community affairs. I will not explore this in any depth as they are topics being handled by Max Skousen and Bob Smith in the other concurrent sessions. Suffice to say, many replies cited management club impact on

> The community and I, personally, have participated in or observed many such commendable and worthwhile management club community projects.
>
> In summary, it was gratifying to me to find a whole bundle of survey replies, all giving testimony to the various ways clubs were furthering company objectives.

The spirit of cooperation which prevailed through the convention was attested to by member clubs willingly offering specific ideas and practical projects which they successfully tried in their own fields for the benefit of other clubs. Such examples we feel epitomize and foster the commendable spirit of sharing for the mutual benefit of participant members.

In the area of officers' training, efforts are made by the NMA staff, either through mailing materials, or by personal contact, to assist new officers in assuming their positions. Along with letters of congratulations, the newly elected officers and program chairmen receive kits that contain information and materials pertaining to the new tasks they are to perform. The president, for example, would receive a digest of parliamentary procedures, a brochure entitled "Here's How to be a Good NMA Club President," and information on the association and its services.

The zone manager then pays the club a visit to conduct a short officer training session. At this time he also brings to the attention of the new officers many ideas on various aspects of club activities based on actual experiences of other clubs in his zone. Moreover, the latest services made available by the national association are presented to them.

Favorable, as well as unfavorable, comments about the zone managers and their service to the clubs, were heard from both former affiliates and current affiliates of the NMA. It is difficult to accurately assess and evaluate these remarks. However, it does seem in order to state that since the image and services of the NMA are reflected through zone managers, and because of the importance of their role, they should be carefully selected and trained by NMA headquarters. Since the whole idea of a management club is to serve its members and industry, a high standard should be set for those who represent the association. Further, the education and sophistication of the club leaders is more conspicuous than ever, and can be expected to increase. Qualitative improvements in the NMA services are required for the continued growth and success of this association. This represents still another area of challenge to the NMA.

The Executive Officers Conferences and the Management Unity Seminars are another aspect of officer training provided by the staff of the NMA. "It may be of value to use outside sources as well," suggest some of the officers who attended both meetings.

Addressing ourselves to the educational courses, the Bureau has examined to its satisfaction the materials of each course. All the courses present the basic principles of management in one way or another. Both the leader's manuals and the participant's manuals are very well prepared. The success or failure of any one of these courses depends almost entirely on the ability of the seminar leaders to adapt the course materials to the needs of the group.

Leading authorities in management and human relations conduct the major part of both the Supervisory Management Institute (for first- and second-level supervision) and the Advanced Management Institute (for middle-management personnel). Strengthening as well as expanding NMA activities in these areas may very well be the answer to downward dissemination of information on the latest concepts in the dynamic areas of management development and human relations.

It may be noted that the "Selling America" program, which explains the free enterprise system, has been presented successfully in many clubs.

The NMA Speakers Directory provides information on speakers heard by other clubs. "Each club may request one speaker a year through the NMA" is a statement in the brochure "Archway to NMA Services." This statement has been misinterpreted by some clubs and has resulted in some of the clubs' discomfort. Some clubs mistakenly thought they could book any speaker and that NMA would pick up the tab--which they did not. In commenting about this, Marion Kershner, the Executive Vice President, said:

> This is a valid complaint because they do not always get the speakers they want. The reason being purely economic."

He went on to say:

> Our speaker's budget is a big one but it would be clear out-of-hand if we furnished each club with the speaker it wanted. The only way we can hold the budget in line at all is to get good speakers, and we know every one of our speakers is good, and to line them up on tour, where we would give them a number of speaking dates, or book them throughout the season.

He added:

> The clubs do not always get a speaker they want or request, but it is not that they get a speaker that they don't want.

In its effort to get a reasonable amount of feedback from member clubs, the NMA stipulates that each club file a monthly activities report with the national headquarters in Dayton. (See SME.) The director assigned to the clubs in his area also sends a monthly report describing the state of conditions in the clubs (See SME.) Furthermore, the NMA service report filled out by the zone managers affords still another regular channel of response. The feedback provided by these reports can and does help bridge the gap between the national headquarters in Dayton, and the member clubs scattered in thirty-three states.

Member Club Programs

Based on the monthly activities reports for 1963-64, the NMA headquarters prepared the summary shown in Table VIII. The reader may notice the involvement of a good number of the clubs in activities, both social and educational, other than the monthly meetings.

In a detailed look at the aforementioned table, one finds that there were 2,327 monthly meetings held by NMA member clubs. Attendance was well over 50 percent in 1,327 of these meetings and in 1,392 meetings the program was mainly management development. One hundred ninety-two plant tours were sponsored by clubs. In 641 meetings, spotlight speakers were an added feature to the monthly program.

Regarding the management development courses, the member clubs sponsored 298 course, companies sponsored for club members 136 courses, and 38 management conferences were held. Also shown, is the club officer's participation in leadership training activities.

Section VI

ANALYSIS OF PROGRAMS OF 100 CLUBS AND VISITS TO SIX AFFILIATED CLUBS

Analysis of Programs

Examination of the club's constitutions in the sample revealed that both the objectives and membership requirements were consistent with the NMA-suggested model constitutions. (See SME.)

Ninety-seven* of these clubs held 1,009 monthly meetings. A speaker was invited on 838 of these occasions. The caliber of speakers was high -- a good number of them were known nationally.

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*Three clubs did not report the number of meetings.

TABLE VIII

Analysis of Monthly Activities Reports for 1963-64

	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Total
No. of Affiliated Clubs	258	259	260	258	254	253	253	250	252	254	252	254	
Reports filed early	9	19	10	8	16	9	11	13	14	12	14	5	140
Reports filed on time	171	163	177	192	185	196	184	192	188	187	191	181	2207
Reports filed late	52	47	47	30	29	25	38	28	19	19	16	15	365
Total reports filed	232	229	234	230	230	230	233	233	221	218	221	201	2712
Annual report AW-3 filed													169
Total all reports filed													2881
Monthly meetings held	197	97	116	219	223	217	199	224	214	211	216	194	2327
No meeting held	35	132	118	11	7	13	34	9	7	7	5	7	385
No report filed	26	30	26	28	24	23	20	17	31	36	31	56	348
Attendance over 50%	102	43	53	120	126	126	123	140	134	131	125	104	1327
Program:													
Mgmt. Dev. (3 pts)	86	32	36	127	142	144	67	162	163	167	157	109	1392
Current Events (2 pts)	14	9	3	22	20	10	12	20	30	16	20	22	198
Plant Tour (2 pts)	7	2	0	7	9	2	3	3	0	3	2	6	44
Travel, Sports (1 pt)	22	11	14	35	32	35	26	24	10	18	24	27	278
Enter. or Other (0 pts)	68	43	63	28	20	26	91	15	11	7	13	30	415
Spotlight Speaker	33	13	16	58	70	74	32	78	74	72	70	51	641
Management Film	11	4	6	16	23	33	11	28	21	22	17	15	207
Extra Activities:													
Plant Tour	12	1	4	10	23	20	9	20	20	23	24	19	185
Civic Activity	16	10	9	12	18	16	23	19	17	30	22	33	225
New Member Indoctrination	10	2	10	9	5	10	10	7	10	8	11	11	103
Management Development Activities:													
Cosponsored courses	9	1	5	4	8	3	8	37	1	12	11	37	136
Club-sponsored courses	14	8	8	8	14	22	28	30	33	44	40	49	298
Management conference				4	1		2		14	8	5	4	38
Club officer training	14	14	11	18	2	2	2	12	6	3	4	7	95
NMA clinics & workshops	16		3	2	1	7	1	13	21	8	14	14	100
NMA Seminar	8				4			5		9		26	
Club Board of Directors:													
Meeting held	180	155	167	205	201	205	183	204	200	190	193	177	2260
Minutes attached	147	127	140	171	178	173	164	181	184	168	177	156	1966
NMA Director:													
Attended board meeting	39	28	40	47	44	48	44	52	49	43	51	39	524
Attended regular meeting	51	20	25	67	54	66	55	71	62	62	66	55	654
Installed officers	40	5	3	35	6	3	10	26	4	8	6	19	165

Table IX below shows a distribution of clubs representing the annual number of monthly meetings and the annual number of monthly meetings with a speaker.

TABLE IX

Total No. of Monthly Meetings	No. of Clubs	Monthly Meetings With a Speaker	No. of Clubs
10 - 12	84	10 - 12	28
7 - 9	9	7 - 9	59
Less than 7	4	Less than 7	10
Total	97	Total	97

As can be seen from the table above, over 85% of the clubs in our sample held over 10 meetings during the year 1964-65, and 88% of the clubs in the same sample held over 7 meetings with a speaker during the same period. A good number of the clubs used spotlight speakers in over 20% of their monthly meetings. Talking in terms of averages, the sample average was 10.5 meetings held by a club during a year program and 8.6 of these meetings had a speaker.

Plant tours is an area of activity that is gaining attention by many clubs.

In the area of management development, 50% of the clubs in the sample engaged in this type of activity. The total number of hours invested in sessions exceeded 2,100 hours. These sessions were attended by over 4,600 members. It may also be worthwhile to note that the popular "Principles of Managing" course prepared by the NMA was offered

21 times during the year, with total hours of well over 300 and attended by 518 members. Another NMA program, "Issues in Modern Management," was attended by 103 members, and a total of 86 hours was invested in it.

In the area of community service activities, twenty-seven of the clubs in our sample successfully sponsored civic services such as Junior Achievement, charitable endeavors, Boy Scouts, etc.

Visits to Six Affiliated Clubs

These visits included meetings with the club officers, during which two kinds of information was obtained:

1. Information regarding the nature, scope and function of the clubs.
2. Information regarding services rendered to them by their National Association.

It should be noted here that whenever feasible an activity of the club was attended by the Bureau representative.

The careful examination of these clubs' constitutions disclosed that the objectives of these organizations were consistent to the NMA model constitution. Membership eligibility requirements made it possible for all members of management to belong.

The following table, Table X , shows the total membership in these clubs along with its percentage breakdown between foremen and other members of management, including technical and professional personnel.

It should be noted that the percentages quoted below are approximations made by the interviewees (club officers), since it was not possible to get an actual count of both groups.

TABLE X

Breakdown of Membership Totals between Foremen and Other Members of Management

Club Identification	Total Membership	Foremen	Other Members of Management
1	1486	50%	50%
2	280	50%	50%
3	255	35%	65%
4	352	10-20%	80-90%
5	170	60%	40%
*6	128-130	30%	70%

*City club

The percentage of foremen participation ranges between 10-20% and 60%. The low percentage shown in one club, however, represents a bias because this club was three months old at the time of the interview. One of the officers of the aforementioned club commented on this low percentage saying, "We haven't done a good selling job." He further added, "It wasn't organized long enough to prove to them that it is worthwhile."

Regarding the percentage of foremen who are not members in relation to the total number of foremen employed, the figures are shown in Table XI.

Some of the reasons given to officers by those who preferred not to belong were: "membership in many other organizations," "age," "engagement in other activities," "I bowl on that night," "shift problems," "no interest." Another type of reason given to one of the officers interviewed was "I am giving my life to the company, and I am not going to belong to their damn club."

TABLE XI

Percentage of Non-member Foremen to the Total Number of Foremen

Club	% of Foremen who do not belong
1	5-10%
2	15%
3	2%
4	90%
5	0%
*6	25-30%

*City club

As to the leadership in these clubs, it was observed that the job is being taken seriously. Many of the officers displayed an enthusiasm regarding the future of their clubs. All were found to be receptive to new ideas and willing to undertake any change if it seemed to engender an enhancement to their clubs' program. We observed with interest the approach being taken by the newly formed and newly affiliated club with NMA. The officers of the three-months-old club formed a committee to solicit members' opinions regarding members' desires and needs. Furthermore, it undertook the job of concerting the club activities with the company programs. It was also entrusted with the task of keeping members informed regarding available opportunities and the cost involved. This was done mainly in connection with the club's educational program.

Officers of the clubs, moreover, went to NMA officer training programs, National Convention, and in some cases, the area council meetings and conferences.

The officers of the six clubs held, with two exceptions, titles other than foreman in the once solely foremen's club. The following is a list of these titles for each office.

Titles of Officers in the Club	**Titles of Officers in the Company**
President	Superintendent Chief Tool and Processing Estimator Manager of a Division District Superintendent Food Services Manager
Vice President	General Foreman Manager of Manufacturing Engineering Manager of Production Control Foreman Assistant Plant Manager Branch Chief District Superintendent Engineer Broker President of a Company
Secretary	Industrial Engineer Industrial Engineering Manager Foreman Contract Manager Engineering Aid Manager of Production Planning
Treasurer	Superintendent of General Accounting Accounting Section Head Purchasing Buyer Branch Chief Accountant Department Supervisor

As to the companies' financial support to the clubs, it was found that all six clubs were being supported financially by companies in one form or another. Following, in Table XII, is an estimate of the percentage of company financial support made by club officers in comparison to the total club budget.

TABLE XII

Percentage of Financial Support by Company(s) in Relation to the Total Club Budget

Club	Percent
1	30%
2	65%
3	50%
4	Paid $3 initiation support comes from organization meeting.
5	65%
6	75%

As shown above, company financial support ranges between 30% and 75%, with one club whose support is undetermined yet.

Upon investigation, their assessment to NMA services, favorable remarks were made by the officers of four of the clubs. The new affiliate refrained from judging at the time of the interview except in one area when an officer remarked, "More attention should be given to newly organized clubs--you've got to watch the baby when he starts to walk--you don't let'm loose." In only one of the clubs visited was there a debate among the officers with regard to the speed and progress of the NMA. The educational director of the club commented, "Today there is a revolution in the management tools--the NMA is at least five years behind--they are much too slow in changing." The majority of the officers, however, felt that the NMA affiliation provided the club with a sense of direction.

Favorable comments were heard regarding the NMA zone directors, zone managers, availability of NMA services, the speakers and speakers service, publications, awards programs, officer training programs and the educational courses prepared by the NMA. The desire was expressed to increase the number of courses and probably augment their scope as well. One thing all the clubs agreed upon is the value gained from the inter-club communications provided by the NMA machinery.

Following is a summary of club programs:

Monthly meetings. The six clubs held between nine and twelve meetings a year, mostly with speakers. The caliber of the speakers invited was high, and a good number of them were nationally known figures in the management development area and in the field of human relations. Whenever company executives were invited, they were spotlight speakers, except for one annual activity--corporate night--when corporate executives were invited to deliver what may be called a "state of the union" message. Other than that, speakers were mostly professionals--university professors, industry executives, and sometimes government people. Attendance of members, on the average, was reasonably good. Table XIII shows the average percentage of members attending the monthly meeting.

Incidentally, one of these clubs, number I, held meetings for both the first and second shift so that all members have an equal opportunity and derive equal benefit from the club.

TABLE XIII

Average Percentage of Members Attending Monthly Meetings

Club	Percent	Total Membership
1	First shift 38-40%	1486
	Second shift 60-65%	
2	30-40%	280
3	40-50%	255
*4		352
5	55%	170
6	60%	128-130

*A new club

Seminars, Conferences, Educational Programs. Five of the six clubs sponsored or co-sponsored (or plan to sponsor, in the case of the new club) programs other than their monthly meetings. The remaining club leaves this area of activity to the company. In all cases, the interviewees showed great concern about this area of their club activities. They claimed that they were always searching for new ideas to enhance the quality of services rendered to their members. Other activities included social, recreational, sports, and civic activities.

Publications. Three of the clubs published a newsletter or a bulletin, and the remaining three published magazines or newspapers. Publications contained announcements regarding club activities. Moreover, news of current interest to membership was added whenever the publication was a magazine or a newspaper. The educational value of the club was stressed across the board. Professional activities were second in order of importance while social activities were not underestimated, but did come at the end of the list. An observed phenomenon was the officers' familiarity with the nature of other clubs' activities.

When they were asked "What is the most distinctive feature of your club?" officers stressed the educational and self-development value of the club--benefits from interdepartmental communication as well as its social value. We have included some of their replies:

> "The cohesive agency of management unity in promoting management as a profession."
>
> "The club unites many people of the same level of management from many locations and creates an exchange of ideas for the betterment of the individual."
>
> "That it provides the opportunity for over 1400 management men in one of the largest corporations in the world to meet and exchange problems, solutions, and new techniques."
>
> "The idea of management personnel being able to meet socially and exchange ideas in an informal manner. I do have an opportunity to hear nationally known speakers which I would not otherwise be able to hear."
>
> "I feel the fraternizing of management people from all parts of the plant, i.e., foremen, engineers, accountants, creates better understanding and cooperation from all to the benefit of the company."
>
> "Bringing together men with a common interest for management education and sociability."
>
> "The majority of the members are young (less than 35), men with responsibility comparable to older managers in other industries. They have been and are moving rapidly to higher positions and have a definite need and desire for new, modern management methods."
>
> "The special emphasis on management development program."
>
> "An active interest in providing a needed service to its membership."
>
> "The cross-section of participation among the members of management outside the work environment. This is an excellent aid to

> understanding other people in the management ranks."
>
> "The true desire of the officers and members to have a dynamic, viable impact on management development."
>
> "To be a member of a group backed by management that is trying to reach members and to make a better manager of each."
>
> "Serves to bring together all management people on a regular basis, allowing the people to meet each other, discuss mutual problems and individual problems."
>
> "Drive for improvement of the club into an effective educational club."
>
> "My club is completely separated from the corporate level of the company in that we manage our own affairs and seek advice only from the corporate officers of our company. . ."
>
> "We are trying to fulfill the wishes of our members in their educational needs--we do not try to force programs on them."
>
> "The plant tours are informative and educational."
>
> "The training conferences for club leaders given by NMA are very well-planned and enlightening. The very interesting programs put on at each dinner meeting."
>
> "Contact with other people and their views on many subjects."
>
> "The educational program."
>
> "Personal relationship, management-problem discussion."
>
> "The number of companies (members) produces a variety of experiences."
>
> "The variety of programs--tours, etc., are broadening."
>
> "Educational courses where participation is good."

The challenge to NMA presented in this report ought to inspire and motivate rather than discourage the Association, for we know that it is capable of satisfactorily meeting them. The affiliated clubs, on the other hand, should define and assume their responsibilities because, as is immediately obvious, the NMA cannot do their job for them. One further point pertains to the role and perhaps obligation of top management--support, especially moral support but certainly not control--is a major element in the success, and conceivably the excellence of the club concerned.

THE NATIONAL COUNCIL OF INDUSTRIAL MANAGEMENT CLUBS (NCIMC) OF NEW YORK, N. Y.

Introduction

This is a report on the National Council of Industrial Management Clubs (NCIMC). It includes a brief historical sketch of the NCIMC and its development throughout the years to its present status. Separate sections have been devoted to the areas of organization, finance, services to member clubs, membership and member club programs. A section has been devoted to interviews with IMC's officers, and another to the Y Secretary.

This report has been prepared within the limitations of the absence of actual examination of sufficient reports from member clubs, coupled with insufficient number of interviews with club officers. A major part of it depended on the study of Dr. Thomas R. Bennett on the membership and program of the Industrial Management Clubs (IMCs).

History of The National Council of Industrial Management Clubs

In the beginning of this century, the YMCA, impelled by the desire to bring about better and more harmonious relations in industry, ushered in a program to young men in this area.

Foremen were recognized as the crucial link between workers on the one hand and management on the other. His critically important influence in industrial relations was the target of their attention. Furthermore, by virtue of his contact with the workers the foreman exercises a substantial effect on promoting activities for the worker group. Cognizant of these considerations a program was set forth which incorporated training courses with other educational activities. Such was the nucleus of the foremen's clubs. By 1912 foremen meetings organized by YMCA were already underway in major industrial cities. From such meetings transpired the novel concept of a foreman's club. Sponsored and nurtured by the industrial department of YMCA, the organizations which the idea envisaged, materialized by 1919. These clubs provided an appropriate forum for self expression and afforded the opportunity of exchange of ideas about common tasks.

The primary purpose of these clubs, as the records show, was leadership development and the promotion of better human relations in industry. The statement of purpose of these early clubs is indicative of what they have tried to achieve:

> "The purpose of this club is to assemble men in industry, who, having common interests, seek to attain through association and usefulness the following objectives:
>
> (1) To keep its members in touch with the best thought on industrial management and allied subjects;
>
> (2) To provide opportunity for the exchange of ideas, and discussion of industrial problems;
>
> (3) To build character and good will in industry by a recognition of the human element and by promoting a program of mutual service."

The "Spring Conference of Workers among Industrial Men" meeting in April, 1934, favored a national organization of YMCA Foremen's Clubs and a committee was appointed to draft a statement for presentation to YMCA affiliated clubs throughout the country. This committee met in

New York on June 2, 1934. The first meeting of the National Council of YMCA Foremen's Clubs was held at William Sloane YMCA on March 6, 1935.

The purposes of the organization were: (1) to study the needs of foremen and develop materials which would be helpful in promoting better foremanship; (2) to serve as a clearing house for the best information and experience from the foreman's clubs throughout the country; (3) to assist local YMCA's and State or Area secretaries in the organization of new clubs and foster the activities of established clubs in their respective areas; (4) to maintain a list of speakers which should be available to all clubs; (5) to compile statistics regarding foremen's clubs, and (6) to encourage the holding of state, area and regional conferences of YMCA foremen's clubs.

In the first year of its existence, the number of member clubs reached 25. By 1940, there were 50 clubs affiliated with the national organization. In 1946, there were 79 affiliated clubs.

With the advent of intricately organized and highly sophisticated industry the foreman's responsibility, already difficult to underestimate, required further dimensions to cope with the mounting complexities of modern industrial production. Cognizant of this fact, and perhaps prompted, at least in part, by the formation of foremen's unions, wise management unrelentingly asserted that all supervisory people are an integral part of management. Since the acquisition of its new status whereby all levels of management are presumably incorporated, the national organization, in 1948, changed its name to the National Council of Industrial Management Clubs affiliated with the

YMCA. At that time, there were 94 clubs throughout the United States. A rapid growth has taken place since that time with 216 clubs in 1957, with an enrollment of 33,000 members.[1]

Organization

The NCIMC Revised Constitution under Article V -- Organization -- specified the following:

1. The officers of the National Council of Industrial Management Clubs shall be:
    a. President -- elective
    b. Three Vice-Presidents -- elective
    c. Treasurer -- elective
    d. Executive Secretary -- non-elective
2. The Executive Board shall consist of the following:
    a. The six officers of the Council
    b. The two immediate past presidents
    c. Field Representative
3. The Executive Committee shall consist of the following:
    a. The six officers of the Council
    b. Past Presidents
    c. One representative from each zone consisting of at least three clubs. Exceptions to this requirement may be made by the Executive Board.
    d. Members-at-large, the number not to exceed ten (10) percent of the number of member clubs on December 31 of each year.
    e. Field Representative.

---

[1] "Historical Sketch," National Council of Industrial Management Clubs, January, 1958 (mimeographed).

Chart I shows the structure, functions, and relationships of the National Council of Industrial Management Clubs. Chart II shows how YMCA's help IMC's and NCIMC.

CHART I

National Council of Industrial Management Clubs

Structure, Functions, and Relationships

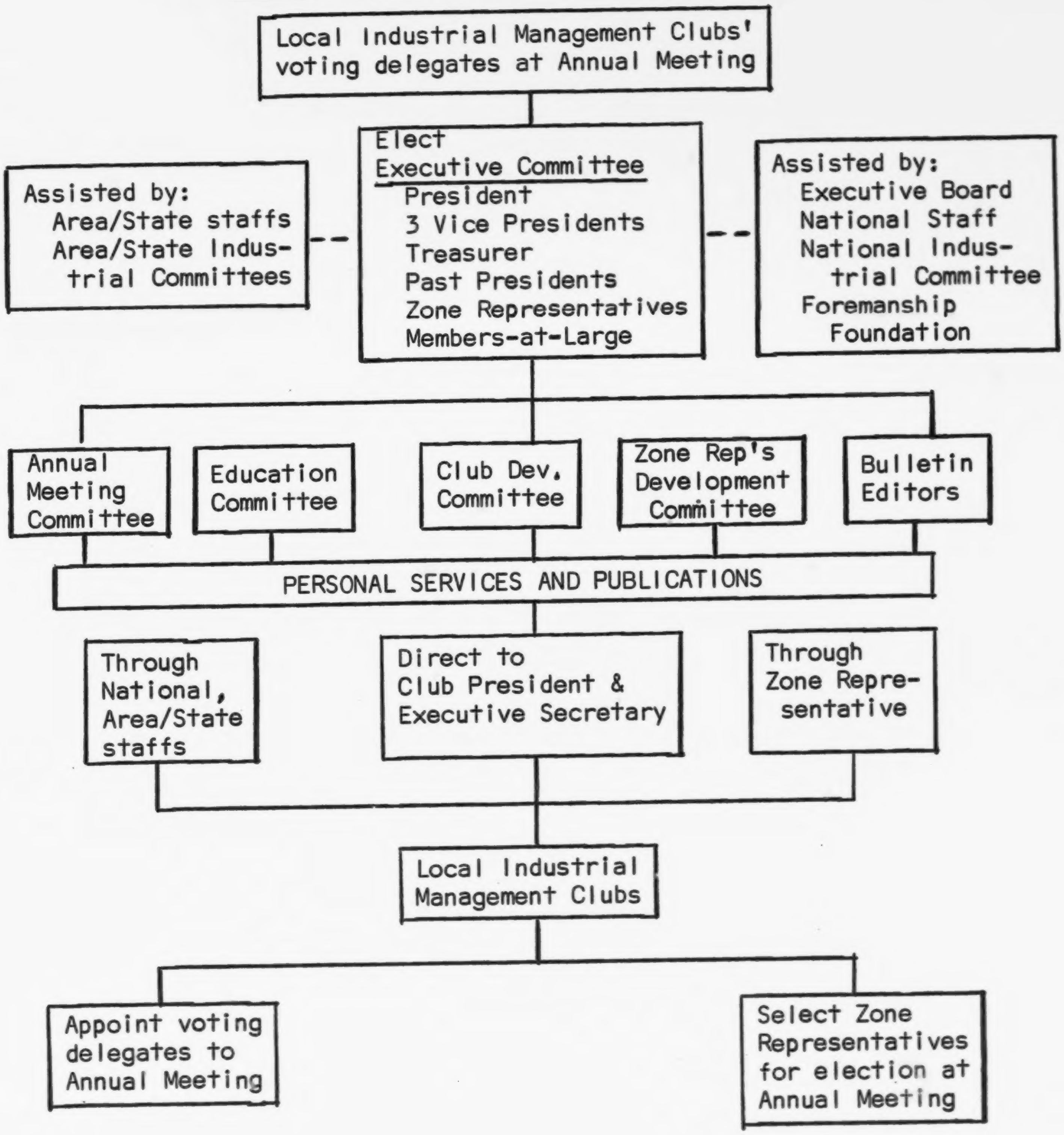
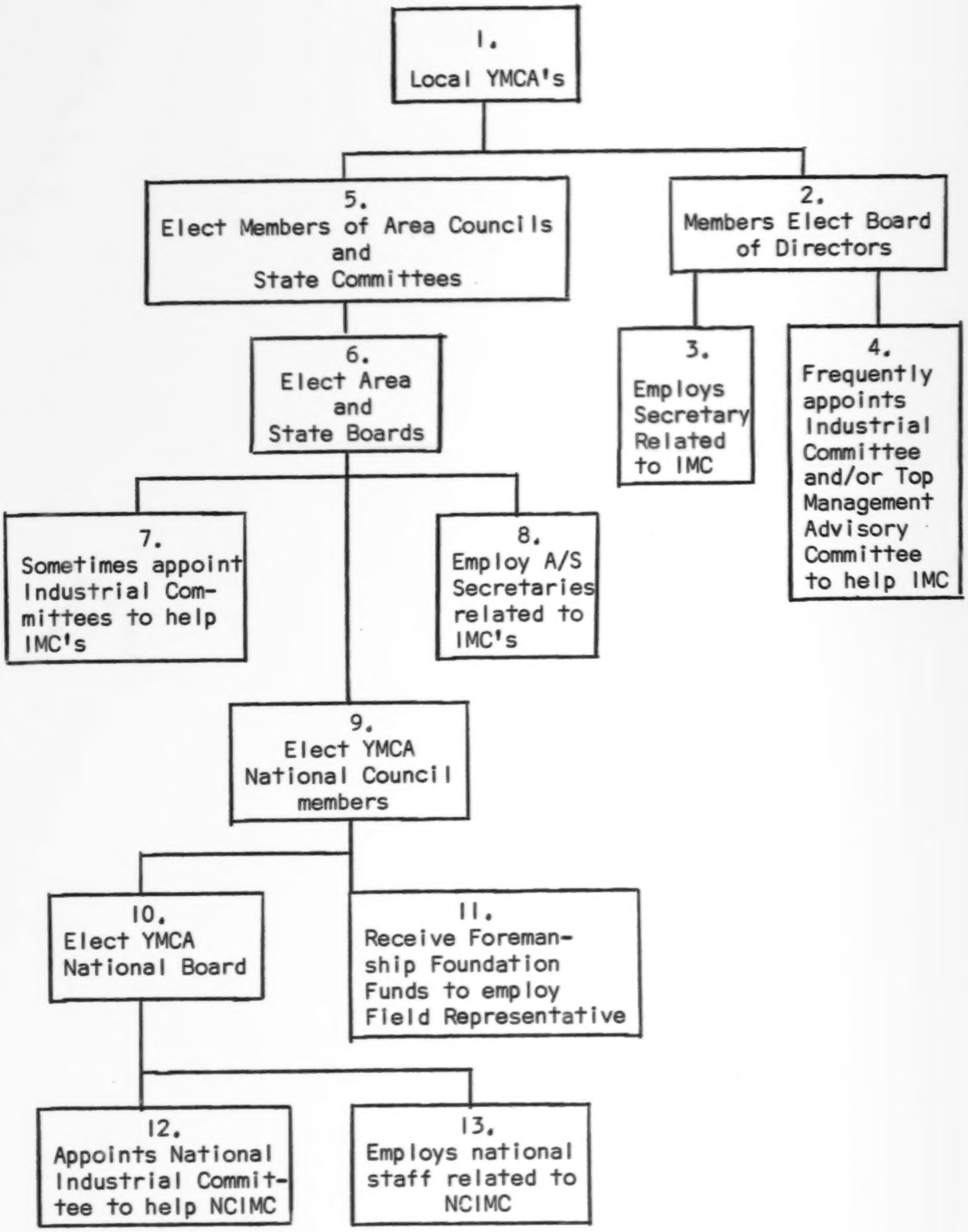

Local Industrial Management Clubs' voting delegates at Annual Meeting
Elect
Executive Committee
President
3 Vice Presidents
Treasurer
Past Presidents
Zone Representatives
Members-at-Large
Assisted by:
Area/State staffs
Area/State Industrial Committees
Assisted by:
Executive Board
National Staff
National Industrial Committee
Foremanship Foundation
Annual Meeting Committee
Education Committee
Club Dev. Committee
Zone Rep's Development Committee
Bulletin Editors
PERSONAL SERVICES AND PUBLICATIONS
Through National, Area/State staffs
Direct to Club President & Executive Secretary
Through Zone Representative
Local Industrial Management Clubs
Appoint voting delegates to Annual Meeting
Select Zone Representatives for election at Annual Meeting

CHART II

How YMCA's Help IMC's and NCIMC


1. Local YMCA's
5. Elect Members of Area Councils and State Committees
2. Members Elect Board of Directors
6. Elect Area and State Boards
3. Employs Secretary Related to IMC
4. Frequently appoints Industrial Committee and/or Top Management Advisory Committee to help IMC
7. Sometimes appoint Industrial Committees to help IMC's
8. Employ A/S Secretaries related to IMC's
9. Elect YMCA National Council members
10. Elect YMCA National Board
11. Receive Foremanship Foundation Funds to employ Field Representative
12. Appoints National Industrial Committee to help NCIMC
13. Employs national staff related to NCIMC

Finances

The major source of finance for the activities of the NCIMC comes from member clubs' dues. As spelled out in Article IV -- Membership -- of the Revised Constitution of the NCIMC: "Member club dues per year shall be $1.00 per dues-paying member with a minimum of $50 per club and a maximum of $400 per club effective January 1, 1964."

The following is the latest financial statement for the NCIMC.

TABLE I

Financial Statement

	1964 Actual	1965 Budget
BALANCE as of January 1	$ 76.42	$ 6,910.90
INCOME		
Club dues	28,953.50	29,500.00
Manuals	96.44	100.00
Bulletins	10.00	10.00
Folders	73.49	75.00
Total Income	$29,133.43	$29,685.00
EXPENDITURES		
Postage	$ 1,270.85	$ 1,300.00
Mimeographing	1,564.53	1,700.00
Printing	2,090.28	4,220.00
Bulletins	5,907.16	5,900.00
Telephone and telegraph	75.48	100.00
Miscellaneous	---	50.00
Travel	4,861.45	5,400.00
Finance and Accounting chgs.	1,020.00	1,020.00
Supplies	484.34	500.00
Clerical salaries (including Social Security, etc.)	5,024.86	5,350.00
Training-Club Presidents	---	4,000.00
Total Expenditures	$22,298.95	$29,540.00
Balance for Year	6,834.48	145.00
Total Accumulated Balance as of December 31	$ 6,910.90	$ 7,055.90

It is also to be noted here that, in 1949, the Foremanship Foundation began a series of annual grants to the National Board of YMCA's to assist the National Council of Industrial Management Clubs to foster educational programs in its member clubs.

Services for Member Clubs

In their information bulletin entitled "Services for Member Clubs," the NCIMC summarizes as follows the services rendered to their affiliate organizations.

IMC BULLETIN

Official publication of National Council of Industrial Management Clubs for all members of clubs. Bundle lots sent to club executive secretaries for distribution. Each issue contains an article and editorial written by leading management men on important aspects of a supervisor's responsibilities. One page contains news from clubs describing program activities throughout the country. Other pages contain helpful ideas on club operation and National Council news.

Speakers and Topics List

Compiled three times a year from reports of club meeting. Contains club appraisals of speakers.

Education Manuals

PLANNING THE EDUCATION PROGRAM OF AN INDUSTRIAL MANAGEMENT CLUB -- Basic and comprehensive manual for a club which wants to start, expand, or improve an education program.

THE CASE SOLUTION GROUP FOR LEARNING PROBLEM SOLVING -- Manual for planning committees and leaders who meet with supervisory groups to discuss typical problems of supervision. Contains sample cases for discussion starters.

THE MANAGEMENT DEVELOPMENT GROUP -- How to start and carry on a group using the question-and-answer-man method.

TRAINING GROUP CONFERENCE LEADERS -- NOT a manual on how to lead a conference but designed to help experienced conference leaders impart their skill to others. Exact steps on how to conduct a course described for the benefit of education committees and leaders.

YOUTH AND INDUSTRY PROGRAM OF INDUSTRIAL MANAGEMENT CLUBS -- A manual designed to aid clubs and youth divisions of YMCA's organize and conduct an economic and industrial education project for a group of high school youth.

General Manuals

THE ORGANIZATION AND PROGRAM OF AN INDUSTRIAL MANAGEMENT CLUB -- Basic resource on the starting and full operation of a club. How to conduct a monthly meeting described.

LEADERSHIP MANUAL FOR AN INDUSTRIAL MANAGEMENT CLUB -- Assists club leaders to carry on their work as officers and committee men. Contains job descriptions and chart showing how leadership should be organized to serve club membership best.

CREATING MORE MEMBER PARTICIPATION AT CLUB MEETINGS -- Describes workable methods on how to combine the use of speakers and other kinds of presentations with active member participation at meetings.

FINANCING AN INDUSTRIAL MANAGEMENT CLUB -- Helps club leaders and top managers of industry understand differences between club's operating expenses and YMCA's administrative expenses. Shows various ways in which expenses are paid by industries, club members, and YMCA's. Lists typical budget items. Explains plans by which YMCA can get help with administrative costs.

THE ORGANIZATION AND PROGRAM OF A YOUNG MEN'S INDUSTRIAL CLUB -- Contains practical suggestions on organization and program of a club for industrial young men below supervisory level. Strong emphasis on how to develop leadership. Shows Industrial Management Club leaders how to work effectively in starting and assisting a Young Men's Industrial Club.

THE EXECUTIVE SECRETARY OF AN INDUSTRIAL MANAGEMENT CLUB -- Contains practical suggestions on how to be an effective consultant to an Industrial Management Club. Published by the Industrial Section of the Association Secretaries.

Club Development Program

Sets up standards of excellent performance and provides stimulation of inter-club competition for recognition certificates. Detailed program mailed annually to club executive secretaries and presidents.

Public Relations Aids

Rx FOR PERSONAL, COMMUNITY, AND INDUSTRIAL PROGRESS -- Printed folder describes nature and purpose of Industrial Management Clubs and National Council of Industrial Management Clubs.

MANAGEMENT EDUCATION IN YOUR INDUSTRIAL PROGRAM -- 3-page leaflet describes design for supervisory development through brief descriptions of special education groups and club program experience. Chart shows how IMC is organized to get the job done.

PUBLIC RELATIONS PROGRAM FOR AN INDUSTRIAL MANAGEMENT CLUB.

Leaflets and Brochures

PROVEN A SUCCESS -- Describes briefly nature, purpose, and operation of a Management Development Group using the question-and-answer-man method.

LEARN HOW AND WHY -- Describes briefly nature, purpose, and operation of a Case Solution Group for foremen and supervisors in which they learn how to solve their problems by solving problems.

JIFFIE -- Describes briefly the nature, purpose, and operation of an educational group in which members learn about the job descriptions of different company managers.

KEEPING CLOSE TO TOP MANAGEMENT -- Describes ten practical ways to achieve this objective.

SCORE SHEET FOR AN INDUSTRIAL MANAGEMENT CLUB -- Helps clubs to appraise present performance and plan for improvement.

PROGRAM PLANNING CONFERENCE FOR AN INDUSTRIAL MANAGEMENT CLUB -- Helps new club officers and committees crystallize plans for coming program year. Explains steps for the planning committee and operation of the conference itself.

INTER - CLUB LEADERSHIP DEVELOPMENT CONFERENCE -- Helps clubs work together on improving general effectiveness of officers and committees. Explains exact steps for planning and operating the conference.

ROSTER OF MEMBER CLUBS -- Complete list of clubs with addresses and names of club executive secretaries and presidents.

FOLLOW-UP AFTER AN INDUSTRIAL MANAGEMENT CLUB DEMONSTRATION DINNER -- How to set up the organization and program of an established club after its first demonstration dinner.

HOW TO GET A BIGGER CLUB AND EFFECTIVE KEY MEN NECESSARY FOR A STRONG CLUB -- Describes the why and how of reaching these objectives.

HISTORICAL SKETCH OF THE NATIONAL COUNCIL OF INDUSTRIAL MANAGEMENT CLUBS -- Describes the growth since 1935 with 16 clubs to present wtih over 230.

THE TOP MANAGEMENT ADVISORY COMMITTEE OF AN INDUSTRIAL MANAGEMENT CLUB -- Brief description of what it is, how it is started, and how it helps support a club's growth and program.

Supplies

MEMBERSHIP CARDS -- National seal on one side; blank on other for imprint of local club name and other data.

RECOGNITION CERTIFICATES -- (1) past president; (2) education courses; (3) general recognition for speakers and others. Size 8-1/2 x 11. Space provided for inscribing name of club and name of recipient.

PINS -- (1) Member's pin -- IMC emblem in blue and gold with screw back. Price without club name $1.75 plus Federal tax in lots of 50 or more. For $20 additional (cost of die) club name, up to 14 letters, may be included on minimum orders of 50 pins. (2) Past president pins $8.00 plus tax for 10 K gold; $3.50 plus tax for rolled gold.

RECOGNITION PLAQUES -- (1) Size 5 x 7, walnut finish with IMC emblem stamped in gold. (2) Size 7 x 9, mahogany finish with 4-1/2-inch diameter IMC emblem in bronze bas-relief and 4 x 1-3/4-inch gold-colored plate for inscription.

BANQUET BELL -- 3-inch diameter IMC emblem on top of bell. Overall height 9-1/4 inches.

OFFSET OF NATIONAL SEAL -- May be used for ordering cut of any size from a local dealer for imprinting on club stationery and programs.

LECTERN -- Blueprint for making lectern.

General

NATIONAL OFFICE -- Administrative center of National Council of Industrial Management Clubs and part of National YMCA. Through this office questions are routed to and from several national committees and Area/State YMCA offices. Much correspondence and mailing of material handled.

FIELD VISITS BY NATIONAL, AREA AND STATE YMCA STAFF MEMBERS can be used most effectively by consulting with executive and other committees at special meetings called for this purpose. Responsibilities include: (1) helping clubs start educational projects, (2) strengthening work of clubs, (3) establishing educational activities in new clubs, (4) starting new clubs, (5) assisting zone representatives, (6) establishing and assisting regional councils of Industrial Management Clubs, (7) establishing leadership development conferences.

EXECUTIVE COMMITTEE OF THE NCIMC -- Elected by club representatives at Annual Meeting. Consists of officers, past presidents, members-at-large chosen for broad experience and zone representatives. Responsible for giving maximum of possible service to member clubs through its executive board, committees, national office, and Area/State YMCA officers.

ZONE REPRESENTATIVES -- Whenever possible, every club belongs to a zone consisting of neighboring clubs which elect a man to serve them and to be a member of national Executive Committee. He keeps in touch with his clubs through visits and correspondence, helps them in various ways, arranges meetings of club leaders, reports to the national Executive Committee, works closely with Area/State YMCA offices.

ZONE REPRESENTATIVES WORKSHOP -- Two-day training program for all members of NCIMC Executive Committee. Primary purpose to make work of zone leaders among clubs more effective.

ANNUAL MEETING AND CONFERENCE -- Held every spring. Brings together hundreds of delegates for large percentage of member clubs. Opportunity for club leaders throughout the country to become acquainted and exchange ideas. Group meeting and addresses by nationally known speakers provide fellowship and inspiration.

The examination of some of these materials showed that it contains valuable information to aid and guide the clubs' officers in the area of programming. There is, however, a definite need for disseminating more detailed information and probably more sophisticated types of materials to aid in the educational area of club activities.

Membership

As of June, 1965, two hundred and thirty-four (234) clubs (30,618 members) were affiliated with the National Council of Industrial Management Clubs. Table II shows the membership distribution of 205 of these clubs by size.

It is noted here that the one hundred and three (103) clubs that have a membership of less than a hundred members have a total membership of 6,147, or what constitutes a little more than 22% of the total membership in these 205 clubs.

TABLE II

Analysis of Clubs by Size of Membership

Size of Membership	Number of Clubs
1- 99	103
100-199	67
200-299	15
300-399	10
400-499	5
500-599	3
600-699	1
700-799	1
TOTAL	205*

*This is the data available.

The typical IMC member exhibits the following traits: he is about forty years old, married, and the father of two children; he has earned a high school diploma and, although he has usually had some college or technical school education, his advancing position at work is due to on-the-job experience and in-service training rather than to this higher education. Though there are a small percentage of employees in wholesaling and retailing, transportation, government, and financial organizations, the typical member's work experience is mostly in manufacturing where he shows a tendency toward staying with the same employer and the same job (this accounts for 71% of the national membership). He earns about $7,500.00 a year.

The Differences Between Officers and Members

There are more similarities than differences in the personal characteristics of IMC members and IMC officers. The officers work predominantly in manufacturing with the same type of educational background, and show very much the same employment pattern. They are, however, older than the typical member and have been supervisors, therefore, for longer periods of time. (Approximately 10% more officers are in the 41 to 50 age group -- 44% officers, 34% members -- while there are 7% more members -- 26% officers, 33% members -- in the 31 to 40 age group). The most noticeable area of difference between the two groups is in IMC participation. Attendance at meetings is a regular matter for 93% of the officers, by their own report, whereas members muster only 60% who attend every meeting, 30% who attend some meetings, and 10% who attend rarely. Although two-thirds of the members would not consider IMC meetings a personally important activity, most officers, perhaps three out of four, do express a personal commitment to the organization.

The Meaning of Membership

There are three concepts of what membership in the IMC should be. The first stresses the goals expressed in the constitution -- a high degree of personal commitment and self-improvement through responsible participation. The second concept values the specific opportunities for sociability, as well as club leadership, and the many educational activities. The third approach to defining the meaning of membership is the most popular, and held by the majority of IMC members and that is the desire for fellowship above an interest for self-improvement or education.

Clearly each member will respond to participation in accordance with his needs, and where one or the other of these interpretations is applied by a club to the exclusion of the other two interpretations, there will be members who are not satisfied. There are, in addition to the types noted here, two marginal types of members -- the first, who pays his dues but seldom appears at meetings, and the second, the lapsed member who no longer belongs. In conclusion, it should be noted that constitutional membership requirements have been relaxed recently and the trend will very likely continue, lessening the former dominance of the industrial contingent in the organization.

Member Clubs' Programs

The proper evaluation of member clubs' programs, by means of careful examination of the clubs' monthly reports, was not possible due to the fact that these reports were not available at the NCIMC National office in New York;* therefore, the material in this part will depend heavily on Dr. Bennett's study and NCIMC reports, as well as the personal interviews with both Mr. William F. Meyer, Executive Secretary, and Mr. L. Donald Case, Field Representative.

In order for an organization like the IMC to succeed, there must be a high level of member participation in the organization's programs. To this end, a thorough understanding of the members' goals, hopes and interests is vital. Yet, Dr. Bennett's study revealed that there are many differences among the IMC members. There is a wide range in age groups, and in the possible mobility of members in their jobs; there are also significant differences between line and staff men, and between lower and top management when they are brought together. In order for a club to satisfy all members, efficient programming is a must, especially in the educational area.

---

*There were 6 binders available for six member clubs.

The Monthly Meeting

Most clubs have adopted the suggested constitution for new IMC's and do accordingly follow the constitutional provision to hold at least eight meetings a year. These are generally dinner meetings where the members have the opportunity to discuss new ideas and compare problems within a pleasant social setting. The goals generally held by individual clubs in planning meetings follow a common pattern in allowing members (1) to represent their companies; (2) to enjoy informative speakers, thereby improving themselves and their work performances; and (3) to meet their counterparts in other firms.

Plant Tours

Members favor plant tours and these opportunities to view first hand several other companies are very popular for the purpose of creating loyal attendance in members as well as attracting new members.

The Educational Program

Seminars and classes offered by the IMC to both members and non-members focus on a variety of subjects but are considered more suitable to those with a high school education or some college education more than to members with advanced degrees. Members agree that attendance provides them with new competence and renewed confidence. The classes are of definite advantage to the companies since an employee's attendance incurs a lower cost than the presentation of a comparable program by the company itself.

On June 17, 1965, Mr. William F. Meyer and Mr. L. Donald Case reported to the Foremanship Foundation:

> "A survey conducted by this office reveals that the largest percentage of time in many in-plant training programs for supervisors is focused on two things, orientation to company policy and new knowledge about technological developments (new products and methods, new machinery, etc.). Very little time is spent on skills necessary to implement the two previously mentioned items. Examples of such skills are: listening, questioning, analyzing, conceptualizing, planning, etc. Clubs are just beginning to enter this area of education with three-day programs on diagnostic skills designed to meet this need."

In Table III numerical data are provided about the educational activities from the report mentioned above:

TABLE III

Education Activities Exclusive of Monthly Meetings

Period: June 1, 1964 - May 31, 1965

(From 234 Clubs)

	1964-1965
A. Totals	
1. Education groups (weekly)	787
Enrollment	15,631
Sessions	4,785
Attendance	96,415
2. Club-sponsored industrial conferences	38
Enrollment	7,155
3. Club-sponsored seminars (one-day)	12
Enrollment	300
4. Club-sponsored management laboratories (three-days)	6
Enrollment	129
B. Analysis of Weekly Groups	
1. Std. Mgt. development group (number)	190
Weeks (question-answer technique)	5.1
Sessions	977
Enrollment	3,761
Attendance	22,950

(Table II continued next page)

TABLE III - Continued

2. Case Solution groups (number)	46
Weeks	4.1
Sessions	192
Enrollment	926
Attendance	3,617
3. Jiffie Groups (number) (job information for future industrial experience)	18
Weeks	4.5
Sessions	83
Enrollment	281
Attendance	1,240
4. Conference Leadership Groups (number)	41
Weeks	5
Sessions	208
Enrollment	840
Attendance	2,881
5. Other Education Groups (number)	492
Weeks	1-12
Sessions	3,325
Enrollment	9,823
Attendance	65,727
TOTALS	
Number of weekly groups	787
Number of sessions	4,785
Number of enrollment	15,631
Number of attendance	96,415

The subject matter of these educational groups was aimed "toward all aspects of supervisory management on the first line and middle management levels. Instructors came mostly from industry, universities and consultant organizations."

Mr. L. Donald Case, Field Representative, acknowledges that the trend has lately developed toward concern with general management areas in educational activities. This statement is supported by Dr. Bennett's study which revealed that many club members are men who have advanced as far as they can in their companies.

Motivated by a desire to maintain himself at this level of company responsibility, a member participates in the IMC. He wants to keep up with the changing times and abreast with current occurrences in the economic world. In his effort to educate himself beyond his present level, he does not submit to pressure by his employer nor by compelling personal ambition. His principal gratification resides, however, in the fellowship of the club. Further potential interest is invested and can be derived from educational programs furnished by the club. Broadly general in nature, these programs encompass fields such as human relations and various economic issues. The study concluded by maintaining that it is this member who may constitute the "backbone" of the IMC.

Community Service Projects

Although held in high esteem by club officers, who contend that such projects contribute substantially to the community welfare, members view their relevance with skepticism and consider them a fairly insignificant constituent of the club program. Nonetheless, one project which commanded a considerable enthusiasm is the "Youth in Industry Program." Being experimental in nature and maximally utilizing the members' position and industrial experience the program enables members to relate their own work experience to the vocational inquiries of young persons.

The YMCA Secretary

Dr. Bennett's study revealed that IMC success is predominantly contingent on the skill and professional services of the YMCA Secretary. He is the crucial individual whose supervision exerts a critical influence in maintaining the smooth functioning of club activities. By virtue of constant contact with the club officers and various committee chairmen, the Secretary establishes the link whereby the club functions are concerted. Being principally in charge of recruitment of management personnel, his enthusiasm and success are attested to by the assistance the club derives from the community. Mindful of the profound impact of the Secretary's competence on the eventual success of IMC, members insist on a wise and considered choice of the YMCA Secretary.

Interviews with Club Officers

Visits to two of NCIMC affiliate clubs were made where the bureau representative met and interviewed both club officers and Y secretaries. A meeting with one club president was arranged in Ann Arbor, Michigan. Another encounter with a Y secretary was accomplished. Information on two other clubs was obtained by mail. The difficulties in arranging meetings was mainly due to vacations during the time allowed for these visits. The following is a report on available information.

These six clubs attracted the membership of 1,318 members from 150 companies. The following table, Table IV, shows the number of companies from which members belong to each club as well as the total membership in the clubs.

TABLE IV

Company and Total Membership

Club Identification	Number of Companies	Total Membership
1	31	128
2	22	176
3	15	60
4	12	111
5	33	266
6	37	577
Total	150	1,[illegible]8

The objectives of these organizations were variations on the theme envisaged by the constitution for New Industrial Management Club. This has been prepared by the NCIMC headquarters. It stipulates under Article II - Purpose:

> "The purpose of this club shall be to assemble supervisory managers for the purpose of working together on the following objectives:
>
> 1. Increase their pride in being part of the local and national management community.
> 2. Gain a broader perspective of their jobs.
> 3. Keep informed about the best thoughts on management and allied subjects.
> 4. Have an opportunity for the exchange of ideas and discussion of supervisory problems with managers from other plants.
> 5. Increase their knowledge about how to apply human relations principles to supervision.
> 6. Understand better the American free enterprise system and how to sustain and strengthen it.
> 7. Develop their management and community leadership skills.
> 8. Command increasing respect for their personal qualities as Christian citizens.

There is indeed a noticeable stress on the role of the club in serving the community and promoting good citizenship.

Membership in these organizations is wide open to all members of management. In all the three clubs whose officers were interviewed, it was found out that 70% or more of the membership can be ascribed to foremen.

When officers were later asked to ascertain the reasons to possibly account for the reticence of some foremen to participate despite the subscription of other foremen from their respective companies, the following replies were received: "The companies have their own clubs," "It depends on the interest of management and members," "economic reasons," "Other activities ... i.e. bowling."

The clubs' officers' titles in their respective companies, unequivocally indicated the high percentage of foremen participation. The list below shows the club office title and the officer's corresponding company title in the three clubs where interviews were possible.

TITLES OF OFFICERS IN THE CLUB	TITLES OF OFFICERS IN THE COMPANY
President	Foreman Foreman Senior Operations Research Analyst
Vice President	General Foreman Foreman Foreman Foreman Foreman Fire and Safety Officer
Treasurer	Foreman Salesman (previously foreman) Foreman
Secretary	Director of Purchasing Foreman Foreman

The clubs' leaders seemed to be aware of the educational values that members can derive from subscription to the club. The leadership and educational value of the subscription to the club was stressed by officers when they were asked to state the most distinctive feature of their club. Hereunder are their remarks:

> "To promote leadership."
>
> "The opportunity of any member to participate in any of the club activities, to serve on various committees for any amount of time and effort that he would care to contribute."
>
> "Fellowship with men from other industries and valuable information from the speakers and seminars."
>
> "The fellowship in the club; the way that club is run; the program; top YMCA leadership."
>
> "The 'depth' of our club's advantages to the management group in industry. The strength of leadership our club has endowed, on a continuing basis, by means of upgrading officers through the officers' ranks. Twenty-three consecutive "E" awards is self-evident of the club's programs."
>
> "Our fall seminar."
>
> "The program related to the monthly meetings."
>
> "Environment for managerial growth through lectures, courses, and seminars."
>
> "Wonderful opportunities to share ideas with other persons in industry having similar problems."

At this point, in order to stress the inspirational role of the Y Secretary, it was patently noticeable during the meetings held that the club officers attach a considerable importance to the Y Secretary's remarks. His past and present efforts with them in the area of programming was deeply appreciated. In the two cases where the Bureau representative had the opportunity to meet with the Y Secretary as well as the officers,one conspicuous finding was the high degree of cooperation.

This of course was further substantiated by the good program offered by the two aforementioned clubs. It is to be further noted that the officers attend the national and regional conferences to enhance their leadership training.

All clubs were supported financially by some of the participating companies. The degree of this support is difficult to assess since there is no universal form for it. Companies may pay the member dues in full or in part, pay for the dinner cost, support the club's speakers program, etc. Member annual dues were five dollars in one case, six in another and ten dollars with one club charging fifteen dollars.

Regarding the services rendered by the national organization, the officers seemed uncertain about it. Let's examine in detail some of the officers' replies to specific questions posed by the Bureau staff. When officers were asked to answer the question: "What advantages accrue as a result of the national affiliation?", the following responses were given:

> "Not very much."
>
> "The exchange of ideas on a national scale...experiences of other clubs...fellowship."
>
> "I would say so far is the annual conference...in letting the clubs know what is expected...Educational material"(when further asked whether it's been used by the club, the reply was negative.)

It seems pertinent to state that although the services of the national headquarters of the NCIMC are not readily discerned by the clubs, it is the general consensus that through direct mailing, conferences, and the Y Secretary, it provides them with a sense of direction.

The officers further expressed that they like to see the national headquarters give more support to the clubs in the educational area. They also displayed the desire to see more of the field representative. Of course no one expects that such respresentative can visit 230 affiliates once or twice a year unless, of course, he is a superman. Furthermore, within the NCIMC budget, it seems that the prospect of increasing the staff is not feasible in the foreseable future. Again, it is the Y Secretary and the area director that could give the most help to NCIMC affiliates.

One further comment was made by a club officer regarding the standards of performance set up by the national office. He contended they needed clarification.

As for the clubs' activities, 8-10 meetings are held a year. Speakers are invited to 75% of these meetings. They are usually company executives or professional speakers. The subject matter has a broad appeal -- sports people and religious people do get invited. Average members' attendance of the monthly meetings, as reported by the officers interviewed, was 38%, 55-65%, with a high of 80%. One or two of the monthly meetings are usually of an exclusively social nature. It is important to note that there is a heavy emphasis on community service projects, especially in dealing with youth, which is consistent with the spirit of the Y.

Turning our attention to the more formal educational activities, it was found that the three clubs operated satisfactorily in this area. Educational courses,conferences, and seminars are being sponsored or co-sponsored by these clubs. The cost to the individual member of attending some of the courses is quite low. The quality of these courses was not assayed. However, it may be important to note that it is healthy for these clubs to sponsor such courses for the benefit of the interested member, and since it is there, it can always be improved.

In conclusion, the NCIMC affiliates visited are genuinely maintaining a good record of performance, although there is considerable room for improvement. It may be worthwhile for the NCIMC to consider hiring more field representatives. As an alternative, NCIMC could consider a program designed to develop Y Secretaries so that they, in turn, could better counsel and lead affiliate clubs.

APPENDIX A

Your cooperation is sought in a
SURVEY OF FOREMAN AND SUPERVISORY CLUBS
to which your Company's foremen belong

(Please check (✓) or supply the correct answer where answer categories are provided.)

---

1. The first question deals with the whole corporation...

Company ____________________

Street Address ____________________

City ____________________ State ____________________

Principal Product or Service ____________________

Total No. of Employees in Co. ____________________ Total No. of Foremen in Co. ______

2. Do foremen in your company belong to foreman or supervisory clubs?

Yes ☐ If "yes," go to 2a.

No ☐ If "no," please return questionnaire in the enclosed self-mailing envelope. Thank you.

2a. If you have many divisions or plants please answer question 3--otherwise go directly to the questionnaire.

3. Information for divisions or plants:

This office (does / does not) maintain divisional or plant records on foreman clubs, but:

a. ☐ If you send us ________ copies of the questionnaire, we will have them completed and returned to the U. of M.

or b. ☐ The information is provided in the enclosed questionnaire for our divisions and plants

or c. ☐ We are returning the names and addresses of contact persons in our divisions and plants, who will provide the answers to the questionnaire if you contact them directly.

Please return this form in the postage-paid envelope provided. Thank you for your cooperation.

Response to The University of Michigan's Study of Foreman Clubs

Return to: George S. Odiorne
Director
Bureau of Industrial
Relations
The University of Michigan
Ann Arbor, Mich. 48104

Company______________________________

Completed by______________________ Title_____________________ Would you like a copy of result yes ☐ no ☐

Division or Plant		Name and Address of the Foreman or Supervisory Club(s)	Company Membership		Affiliation of the Club (NMA, YMCA, Independent, etc.)
	Total Foremen		Foremen	Others	

Please return the questionnaire in the postage-paid envelope provided. Thank you for your cooperation.

APPENDIX B

Response to The University of Michigan's Study of Foreman Clubs

Return to George S. Odiorne
Director
Bureau of Industrial Relations
The University of Michigan
Ann Arbor, Michigan

Name of the organization:

Date of establishment:

Membership of the organization:

Type of membership	Foremen	Other Members of Mgt.	Total
Active			
Associate			
Affiliate			
Other			
Total			

Are you affiliated with a national organization? Yes ( ) No ( )
If yes, please specify the name of this organization

Do you have a constitution and By-Laws? Yes ( ) No ( )
If yes, please provide us with a copy of both.

Type of the organization's activities:

Social ____
Professional ____
Educational ____
Community Service ____
Other ____

Program of Activities

Can you please provide us with a copy of your program of activities, (social, educational, etc.) say, in the last three years. (brochures will do)

INTERVIEW GUIDE

NAME OF CLUB

NAME OF COMPANY

OBJECTIVES OF THE ORGANIZATION

(OBTAIN A COPY OF THE CONSTITUTION AND/OR BY-LAWS)

TYPE OF ORGANIZATION

TITLES OF OFFICERS IN THE CLUB TITLES OF OFFICERS IN THE COMPANY

MEMBERSHIP:

- ELIGIBILITY
- ANALYSIS OF MEMBERSHIP:
  - FOREMEN
  - OTHER MEMBERS OF MANAGEMENT
    - TECHNICAL AND PROFESSIONAL
    - MIDDLE MANAGEMENT
    - TOP MANAGEMENT

ARE ALL FOREMEN IN THE COMPANY MEMBERS IN THE CLUB? IF NOT, WHY?

HAVE YOU NOTICED ANY CHANGE IN THE MEMBERSHIP CONSTITUENCY OVER THE LAST TEN YEARS?

WHAT EFFECT DID THE CHANGE IN MEMBERSHIP HAVE ON THE CLUB PROGRAM?

FINANCES:

DOES THE COMPANY SUPPORT THE CLUB FINANCIALLY? YES NO

HOW DOES THIS COMPARE, PERCENTAGE WISE, TO THE CLUB'S TOTAL ANNUAL EXPENDITURES?

DUES .... (OBTAIN A COPY OF THE BALANCE SHEET)

PROGRAMS:

- SOCIAL
- PROFESSIONAL
- EDUCATIONAL
- COMMUNITY SERVICES

(OBTAIN A COPY OF THE CLUB PROGRAM FOR THE LAST THREE YEARS)

SPEAKERS:

UNIVERSITY PROFESSORS

COMPANY EXECUTIVES

INDUSTRY EXECUTIVES

OTHERS

NUMBER OF MONTHLY MEETINGS ________

PERCENTAGE OF MEMBERS ATTENDING ON THE AVERAGE ________

SEMINARS

CONFERENCES

OTHERS

DO THE OFFICERS ATTEND ANY LEADERSHIP SEMINARS OR CONFERENCES?

PUBLICATIONS

IS YOUR CLUB FAMILIAR WITH THE SERVICES RENDERED BY THE NATIONAL MANAGEMENT ASSOCIATION AND THE NATIONAL COUNCIL OF INDUSTRIAL MANAGEMENT CLUBS? YES NO

HAS YOUR CLUB BEEN APPROACHED BY THEM TO BECOME AN AFFILIATE?

FUTURE PLANS:

ANY ADDITIONAL REMARKS:

APPENDIX C

INTERVIEW GUIDE

NAME OF CLUB

NUMBER OF COMPANIES

OBJECTIVES OF THE ORGANIZATION

(OBTAIN CONSTITUTION AND/OR BY-LAWS)

TYPE OF ORGANIZATION

TITLES OF OFFICERS IN THE CLUB TITLES OF OFFICERS IN THE COMPANIES

MEMBERSHIP

ANALYSIS OF MEMBERSHIP:

FOREMEN

OTHER MEMBERS OF MANAGEMENT

TECHNICAL AND PROFESSIONAL
MIDDLE MANAGEMENT
TOP MANAGEMENT

ARE ALL FOREMEN IN THE COMPANIES MEMBERS OF THE CLUB? IF NOT, WHY?

HAVE YOU NOTICED ANY CHANGE IN THE MEMBERSHIP CONSTITUENCY OVER THE LAST TEN YEARS?

WHAT EFFECT DID THE CHANGE IN MEMBERSHIP HAVE ON THE CLUB PROGRAM?

FINANCES:

DO THE COMPANIES SUPPORT THE CLUB FINANCIALLY? YES NO

HOW DOES THIS COMPARE, PERCENTAGE WISE, TO THE TOTAL ANNUAL EXPENDITURE?

(A BALANCE SHEET, INCOME AND EXPENDITURE REPORT)

(OBTAIN A FINANCIAL REPORT)

PROGRAMS:

SOCIAL

PROFESSIONAL

EDUCATIONAL

COMMUNITY SERVICE

(OBTAIN PROGRAMS FOR THE LAST THREE YEARS)

SPEAKERS:

- UNIVERSITY PROFESSORS
- COMPANY EXECUTIVES
- OTHERS

MONTHLY MEETING __________

PERCENTAGE OF MEMBERS ATTENDING _________

SEMINARS

CONFERENCES

OTHERS

DO THE OFFICERS ATTEND ANY LEADERSHIP CONFERENCES OR SEMINARS?

PUBLICATIONS:

IS YOUR CLUB FAMILIAR WITH THE SERVICES RENDERED BY THE NATIONAL COUNCIL OF INDUSTRIAL MANAGEMENT CLUBS OF NEW YORK?

AS AN NMA AFFILIATE:

WHAT ARE THE ADVANTAGES GAINED BECAUSE OF THIS AFFILIATION?

WHAT ARE THE SERVICES RENDERED TO YOU BY YOUR NATIONAL ORGANIZATION?

TO WHAT EXTENT DOES YOUR CLUB UTILIZE THESE SERVICES TO IMPROVE THE PROGRAM?

WHAT ARE THE SERVICES THAT ARE NOT OFFERED AT THE PRESENT TIME BY YOUR NATIONAL ORGANIZATION BUT WHICH YOU FEEL SHOULD BE OFFERED IN THE FUTURE?

THE NMA ZONE MANAGER

INTERVIEW GUIDE

(THIS INTERVIEW GUIDE IS IDENTICAL TO THE INTERVIEW GUIDE ON PAGES 136 AND 137 EXCEPT FOR THE LAST SECTION WHICH IS GIVEN BELOW.)

IS YOUR CLUB FAMILIAR WITH THE SERVICES RENDERED BY THE NATIONAL MANAGEMENT ASSOCIATION OF DAYTON, OHIO?

AS AN NCIMC AFFILIATE:

- WHAT ARE THE ADVANTAGES GAINED BECAUSE OF THIS AFFILIATION?
- WHAT ARE THE SERVICES RENDERED TO YOU BY YOUR NATIONAL ORGANIZATION?
  - TO WHAT EXTENT DOES YOUR CLUB UTILIZE THESE SERVICES TO IMPROVE THE PROGRAM?
- WHAT ARE THE SERVICES THAT ARE NOT OFFERED AT THE PRESENT TIME BY YOUR NATIONAL ORGANIZATION AND YOU FEEL SHOULD BE OFFERED IN THE FUTURE?
- THE Y SECRETARY

ERIC Clearinghouse
APR 25 1968
on Adult Education